



MARCH  
OF DIMES  
CANADA

LA MARCHE  
DES DIX SOUS  
DU CANADA

# NOW WHAT?

**ANNUAL REPORT  
2017 - 2018**



When a person or their family members are faced with a life changing experience or barrier as the result of a disability, they often wonder – “Now What?” What will this mean for me and my loved ones? Transitioning from living a life without a disability to living with a disability can be a very complex and challenging process. March of Dimes Canada’s many programs and services to support people who are involved in this process to realize their full potential. As you turn the pages of this Annual Report, you will encounter stories of people at different ages and stages of their life who were faced with this question. Their stories tell of a wide range of programs and services offered through March of Dimes Canada that will show you how we provide

*One Stop: Opportunities for Independence.*

## OUR VISION

To create a society inclusive of people with physical disabilities.

## OUR CORE VALUES

### TO OUR CONSUMERS

Provide solutions, through service, advocacy and research, which further enhance opportunity, self-sufficiency, dignity and quality of life.

### TO OUR EMPLOYEES

Create an environment that nurtures, recognizes and rewards excellence.

## THREE KEY ATTRIBUTES THAT DIFFERENTIATE OUR ORGANIZATION WITHIN CANADA

### 1. SERVICE DIVERSITY

March of Dimes Canada provides a wide range of services to people with physical and other disabilities. We are a one-stop service provider, helping consumers achieve or sustain independence and remain active community participants.

### 2. BROAD CONSTITUENCY

March of Dimes Canada serves children and adults of all ages, with any physical disability, regardless of its cause. Our scope is expanding as we transition to a national organization.

### 3. OUR PHILOSOPHY

As both an advocate and service provider, we empower people with physical disabilities to live independently and actively at home and in the community.

## OUR MISSION

To maximize the independence, personal empowerment and community participation of people with disabilities.



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My disability will impact...

...My current employment

Employment Services

...My mobility

Conductive Education®(CE)

...My recreation & travel

Recreation and Accessible Travel

...My social life

Peer Support Services

...My ability to communicate

Aphasia and Communication Disabilities Program (ACDP)

...My activities of daily living

Independent Living Services

This Annual Report features all of our programs and services.

# PRESIDENT'S MESSAGE



**Andria Spindel**  
President and CEO

*"Now what?"* I ask myself, as I prepare to retire from March of Dimes Canada after more than 37 years at its helm. What is next for me, for my family, for my colleagues and beloved organization? It isn't easy to contemplate such a significant change, yet it's certainly not a negative change. Since giving notice almost a year ago, I have had time to reflect on successes and failings, changes in society towards people with disabilities and changes yet to come.

The team at the top is top performing, and I acknowledge their support and that of our Board of Directors, who have contributed so much in support of my leadership and our collective accomplishments, and I acknowledge the passion with which the employees at MODC dedicate themselves everyday. We have grown from 183 staff in 1981 to over 2000, and in funds, programs, office locations, consumers, and outcomes, we have experienced unprecedented growth in our sector. It's happened because of our innovative, entrepreneurial spirit, goal orientation, and what our COO and I call, "planned opportunism". Plan a lot and take advantage of every opportunity. It's been possible because of the talent and dedication of the volunteers and staff we have attracted, respected, challenged and rewarded.

This report details performance success in all programs, administrative departments, fundraising, advocacy, research and finances so I won't reiterate it here; rather, I urge readers to read on, absorb the facts, the stories, the analysis, the references to MODC's national expansion, our emphasis on accountability and transparency, and our disability policy connections and influence on a global scale.

Looking back, I have been blessed, and looking forward, I will continue to expect great things from March of Dimes Canada, an organization that truly aims high, and often exceeds its goals. There will always be a *"now what?"* in our lives, sometimes because of an accident or illness, or changes in government policy, economic crises or even extreme weather, or just personal/familial issues. Social media have put *"now what?"* up front in confronting social ills such as income disparity, sexual misconduct, racism, gender bias, but the answer to the question, *"now what?"* both in relation to personal and organizational matters, often comes back to People, people are the solution. So, I would like to leave my team, friends, donors, readers with this thought: Surround yourself with good people, people who challenge you, support you, care about you, have positivity in their attitude, and goodness in their hearts. *"Now what?"* need not be daunting.

I am thankful for the opportunities at March of Dimes Canada, and for friendship and support in difficult times, and for the great times. In my next life chapter, I envision continuing to work for an inclusive society, free of ignorance and hatred, cherishing independence and opportunity for even the most vulnerable, ever grateful to live in a society that values freedom for all people!

Respectfully,

A handwritten signature in cursive script that reads "Andria Spindel".

Andria Spindel, President and CEO

# REMARKS FROM THE BOARD CHAIR



**Peter Rumyee**  
Chair, Board of Directors

It gives me great pleasure to congratulate everyone associated with March of Dimes Canada for a very successful 2017-18 fiscal year, and to particularly extend my personal thanks and best wishes to our long serving, soon to retire, President and CEO, Andria Spindel. Over the course of my many years with March of Dimes Canada as a Board member, I have witnessed tremendous growth and change, and feel very appreciative to serve now as Chair.

During the past year, I have had the opportunity to participate at many levels and to get a whole picture of how this organization operates, and how it is viewed in the community. The enthusiasm and the talents shown by the staff give me confidence to say that March of Dimes Canada is a very robust and financially sound organization. I am proud of March of Dimes Canada across the country, and in Ontario in particular where we are one of the largest providers of Independent Living Services, Employment Services, and other vital community services for people with disabilities. The strength of our programs is in the talent and dedication of our senior team, middle management and all of our service, support and infrastructure staff. They have had great achievements for the organization and thus results for our constituents.

We are constantly striving to make Canada a “society inclusive of people with disabilities”. The organization is constantly developing best practices; being risk conscious and quality orientated. We seek to balance between risk and challenge which enables us to try new things and to be innovative. Thank you to staff and the senior management team for your contributions to the success of the organization. Thank you to donors and volunteers who make all of our work possible.

Thank you to every Director who has been serving on the Board for years, and those who are recent arrivals. Your role as citizens in civil society is highly regarded in our democracy. I thank each of you for playing your part.

A handwritten signature in black ink, appearing to read "Rumyee".

*Peter Rumyee, Chair, Board of Directors*



(R-L) Tracey, a participant at the MixAbilities Pet Therapy Recreation event with a St. Johns Pet Therapy Trainer.

## INTRODUCTION

At different stages of life there are many people who are suddenly confronted with a disability or barrier that raises the question - *“Now What?”*

These situations may arise due to the birth of a child born with a disability or sometimes due to a sudden change in a person’s health, like the occurrence of a stroke, or an accident. Sometimes they can be the result of a pre-existing health condition like multiple sclerosis that eventually progresses into a disability.

March of Dimes Canada delivers services and supports in the community-based sector under four core program areas that provide the answer to *“now what?”*

The four core program areas are:

- AccessAbility® Services
- Community Engagement and Integration Services
- Employment Services
- Independent Living Services

This Annual Report highlights key results from 2017-2018 for the services within each program area.

### Grading Explanation

Each year the organization undertakes a three-part program planning process which establishes goals and key performance indicators for all programs and departments. Management reports results to the Board at mid-year and year-end against these targets in scorecard format. The scorecard uses a green-orange-red code to rate the degree of goal achievement.



Indicates targets were achieved or exceeded according to our key performance indicators (KPIs).



Indicates results fell short within a range of defined KPIs.



Indicates significant shortfalls or threats to success that need to be highlighted and addressed.





# INDEPENDENT LIVING SERVICES & NON-PROFIT HOUSING

Independent Living (IL) Services are the answer to “now what?” when someone is no longer able to live in the place they call home without some additional support. This service is MODC’s largest program, providing 24/7 supportive housing, outreach attendant services, support to people living with acquired brain injury and to seniors requiring some support with activities of daily living.

March of Dimes Canada’s Non-Profit Housing Corporation

(NPHC) provides affordable accessible supportive housing for people with physical disabilities in conjunction with IL services funded by MODC. You can learn more about NPHC services in a separate Annual Report which can be found at [www.marchofdimes.ca/NPHC](http://www.marchofdimes.ca/NPHC)

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(Independent Living Services ISO 9001:2015 Certified 026026)

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## Meet MARGARET TAWS

*“There’s no place like home.”*

This is certainly true for Margaret Taws, who lives in her own home with the support of March of Dimes Canada. At 96, she enjoys a robust social life that includes daily exercise classes, bridge games, and social visits. Margaret and her family are secure in the knowledge that she has the support she needs – in fact, Margaret’s daughter Marg points out that her mother has not had a serious hospitalization since MODC came into the picture.

A support worker arrives in the morning to help Margaret shower, dress, take medication, and eat breakfast. They chat together, reviewing her plans for the day, which helps her feel in control of her social schedule. After a full day, there’s an evening visit to take care of medication and get ready for bed.

*“These visits enable mom to age in her own home while maintaining her physical and emotional health,” Marg says. “She’s developed warm relationships with her support team and enjoys hearing about their lives as she dispenses advice based on a lifetime of experience.”*

March of Dimes Canada’s proactive approach has led to early medical intervention in situations that could have rapidly escalated into time-consuming and expensive hospital treatments. Knowing

that the care team is vigilant reassures the family that Margaret’s health will be maintained as long as possible.

*“Our entire family structure is strengthened as we juggle the needs of our aging parents, our own aging bodies and our young grandchildren,” Marg says.*

Margaret’s health is discussed with her care coordinator at a yearly review. *“Mom feels both respected and in control of her health,” says Marg. “And I feel comfortable calling our coordinator with any new information as she receives my calls in a positive way and is quick to implement any changes necessary.”*

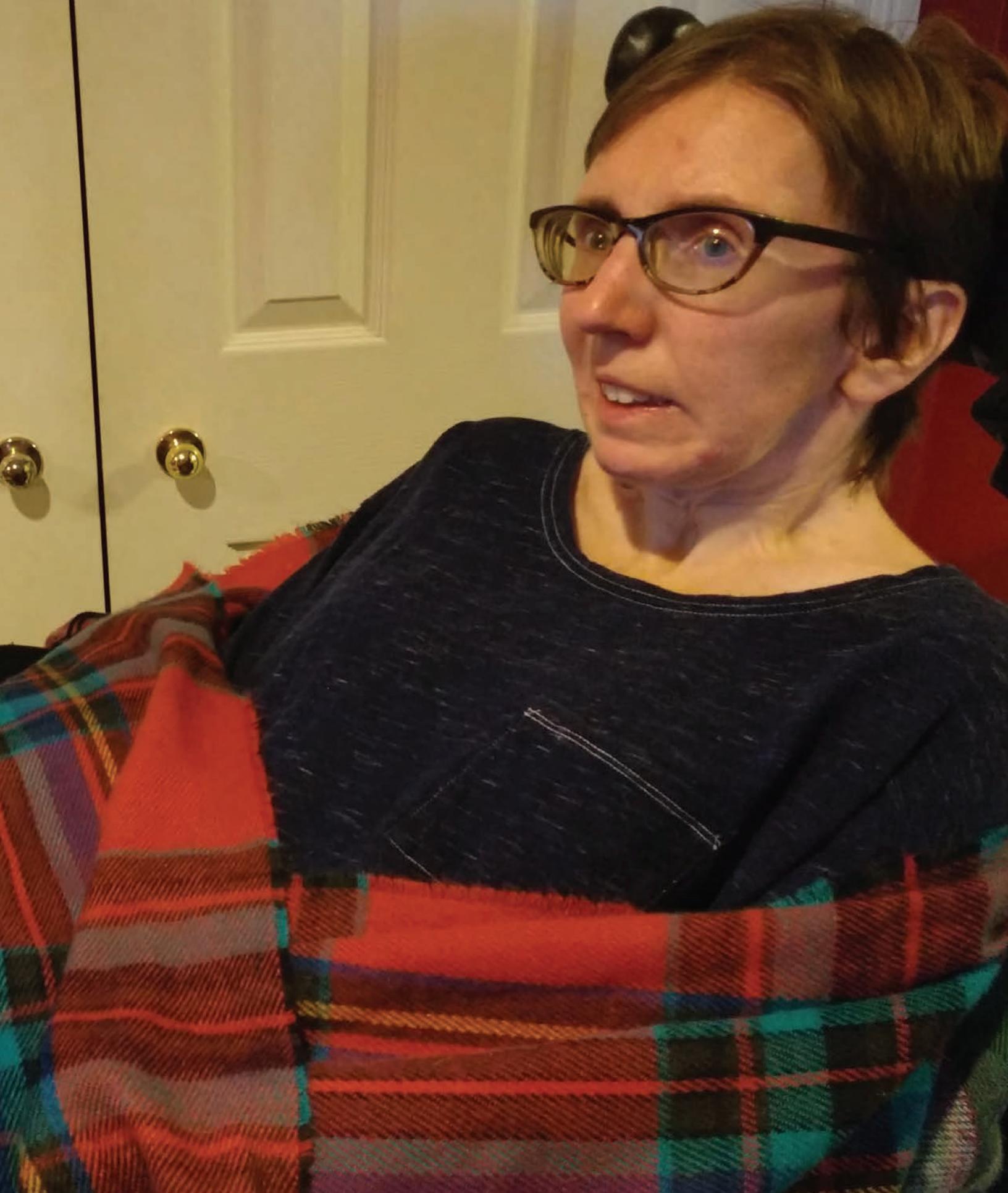
As Canada’s population ages, and the need for senior care grows, more families will face the same challenges. They’ll navigate the health care system as best they can in search of the right support for a parent or grandparent or partner, and at some point they’ll be left wondering *“now what?”*

Fortunately, March of Dimes Canada’s Independent Living Services will be there for them, as Margaret, to help them live independent, engaged, and full lives.

*“March of Dimes provides taxpayers with an excellent return on their tax dollar.” says Marg.*

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To tell us about your story, go to [www.marchofdimes.ca/Contact](http://www.marchofdimes.ca/Contact)



# ACCESSABILITY® SERVICES

March of Dimes Canada's AccessAbility® Services are the answer for people who need support for personal mobility, adjustments to their home, and mobility supports that help them to access the community beyond their home. The following services are provided through this program:

- Assistive Devices Program (ADP)
- Assistive Mobile Technology Initiative (AMTI)
- AccessAbility® Advantage (A+)
- Barrier Free Design Consultation Service (BFD)
- Home and Vehicle Modification Program® (HVMP)  
(ISO 9001:2015 Certified 026026 )

Over the last 67 years, our services have evolved to meet the needs of an expanding constituency and most recently to address the global emergence of computer technology as a tool people living with disabilities can use to realize

their full potential. This is why March of Dimes Canada has created the Assistive Mobile Technology Initiative (AMTI).

Supported by the Istvan and Barbara Haas Fund, AMTI provides smart tablets to people with physical disabilities who wouldn't otherwise be able to afford them. Each tablet is customized with apps chosen specifically to meet each recipient's needs to make sure it's as useful as possible.

AMTI recipients use their tablets to complete higher education, direct their own care, connect with friends and family, and contribute to community organizations. These pieces of technology become tools that allow people to be active and engaged citizens, and to advocate for themselves.

One of those people is Jennifer Powley, who received her tablet this past year.

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## Meet **JENNIFER POWLEY**

Jennifer Powley lives in Halifax, Nova Scotia. She's written a critically-acclaimed book, holds several degrees, and sits on various boards. She also lives with multiple sclerosis.

As the condition progresses, it becomes more and more difficult for Jennifer to communicate. Her vision has declined, and she's lost vocal production, which was seriously impacting her quality of life and her ability to contribute to her community. It also made it hard for her to communicate basic care needs, like asking to be repositioned or to stop her feeding tubes.

"Now what", she wondered. Jennifer needed different ways to express herself, so she went looking for tools that would help her meet these new challenges.

Fortunately, MODC's Assistive Mobile Technology Initiative (AMTI) was there.

Jennifer applied to AMTI Halifax last year, and was approved. This meant she could buy a tablet big enough for her to see and read, along with an Eye Tracker, which helps her speak.

*"The voice may be computerized," she says, "but it's a voice."*

Jennifer is once again able to communicate her needs, which is vital to her personal safety, and the software can be edited remotely as her condition changes.

She's also been able to maintain her role as an active member of the Halifax community.

*"I think it's essential for people to see that someone with a disability can thrive if they're given the right adaptive equipment."*

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To tell us about your story, go to [www.marchofdimes.ca/Contact](http://www.marchofdimes.ca/Contact)



# COMMUNITY ENGAGEMENT & INTEGRATION SERVICES (CEIS)

The CEIS department is the answer to “*now what?*” for people who want to be active and live engaged lives in their community. MODC provides the following services that help people with disabilities realize their potential:

- After Stroke
- Aphasia and Communication Services
- Conductive Education® (CE)
- Life Skills and Transitional Services

- Peer and Volunteer Support Services
  - Befriending®, DesignAbility® and Post-Polio
- Recreation and Accessible Travel Services

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## Meet ANGELA WRIGHT

*“Buddy, you have NO IDEA who I am!”*

That's what Angela Wright thought when, after surviving a stroke, she was told that she'd never live independently or hold a job again. She was 38 years old at the time.

Two years later, she spent four months traveling around India, Nepal, and Bhutan. Alone. It wasn't an easy road. Angela describes the process of recovery and rehabilitation as long, difficult, and miraculous. One of the most difficult challenges, she says, is that there was no peer support available. Most of the groups and resources out there are geared towards more mature stroke survivors, and they just didn't meet Angela's unique needs as a younger adult.

“*Now what*”, she wondered.

Since existing resources didn't quite fit, Angela took matters into her own hands. *“I created Young Stroke Survivors (YSS), which is a group for anyone who self-identifies as a young stroke survivor.”* The group provides some of the support and information that Angela couldn't find.

YSS is now part of the Stroke Recovery Association of BC, an affiliate of March of Dimes Canada.

*“The need is great,”* Angela adds. That's where After Stroke and March of Dimes Canada come in.

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To tell us about your story, go to [www.marchofdimes.ca/Contact](http://www.marchofdimes.ca/Contact)

# HOME MODIFICATIONS

Helpful, Functional and Cost-effective

## WHAT ARE HOME MODIFICATIONS?

Home modifications are changes made to your home to increase its safety, accessibility, or energy efficiency. These changes can be simple, such as adding grab bars in the bathroom, or more complex, like installing a wheelchair ramp or modifying a kitchen for someone with limited mobility.

## WHY?

Home modifications can help people live independently longer. They can also improve energy efficiency, reduce utility costs, and increase property value. Additionally, modifications can make homes more accessible for people with disabilities or seniors.

## WHAT IS THE BEST HOME MODIFICATION?

There is no one "best" home modification. The most appropriate modification depends on the individual's needs and circumstances. Some common modifications include grab bars, ramps, and accessible showers.



# EMPLOYMENT SERVICES

This program is the answer to “*now what?*” for people who have a disability and need assistance to obtain employment. This program includes Canadian Veterans Vocational Rehabilitation Services (CVVRS), delivered jointly with Where Careers Grow (WCG) to assist veterans transition to civilian employment or a permanent disability income.

As we enter adulthood, work becomes a very significant part of our lives. It gives us the opportunity to socialize with peers, develop new skills, contribute to our communities and, of course, the resources to live independently.

Unfortunately, many people living with disabilities have

trouble finding jobs. While employers are beginning to realize the enormous, untapped potential of the disabled community, there is still a long way to go, which leaves Canadians with disabilities wondering “*now what?*”

One answer is March of Dimes Canada.

Our Employment Services help participants develop skills, assess their abilities and get a job placement by enhancing writing of an effective resumes, having job search and interview skills, and connecting with potential employers. Thomas is one of the many people MODC has helped get started on the path to employment and independence.

Meet

## THOMAS FINUCAN

Thomas lives with Downs Syndrome. He follows instructions well, and learns quickly, but still had trouble finding work after high school. Like most people in their early twenties, Thomas wanted to earn an income so he could move into his own place, and he needed some help to get started.

“*Now what?*” he wondered.

After volunteering at a local foodbank to gain some experience, Thomas came to March of Dimes Canada’s Employment Services where he met with Employment Client Coordinator, Everton White.

Thomas had never had a job interview before, so Everton helped him hone his skills by practicing common interview questions with him. Then he gave Thomas a list of the questions to take home so he could continue to practice. This gave Thomas an idea of what to expect during an interview, and made him more confident and comfortable.

This allowed Thomas to present himself in the best possible light when Everton got him an interview at Goodlife Fitness.

Not only was this Thomas’ first job interview, it also fit perfectly with his interest in fitness, sports, and working out at the gym.

We’re very happy to report that Thomas did so well in his interview that he was offered the job on the spot. He describes it as “the best day of my life so far.” A year later, Thomas is still working at Goodlife, working the front desk, scanning guest cards, putting away equipment, cleaning yoga mats, and fulfilling other responsibilities as they come up.

“*I’m still enjoying it,*” says Thomas. “*It’s fun, and there’s lots to do.*”

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To tell us about your story, go to [www.marchofdimes.ca/Contact](http://www.marchofdimes.ca/Contact)

# 📍 ADVOCACY SERVICES & RESEARCH

This year we have seen increased synergies between the Research and Quality and Government Relations & Advocacy Departments, collaborating to translate evidence into action in both policy and practice.

The Research and Quality Department leads the organization's efforts in program evaluation and research. This year the Research and Quality Department conducted 15 program evaluations to understand consumer satisfaction, program impact and opportunities for program improvement.

Learning from our program evaluation ensures MODC is responsive to the needs and experiences of our consumers. For example, evaluation of our employment services program revealed that consumers found the personal connections they made through the program were beneficial in helping them find a job. Creating a consumer experience using these emotional connections is a powerful way to increase consumer benefit.

Since endowing the March of Dimes Canada Paul J.J. Martin Early Career Professorship at the Department of Occupational Science & Occupational Therapy, University of Toronto in 2014, over \$3 million dollars in grant funding has been acquired. As a result of one of these grants March of Dimes Canada hosted a think tank on "Bridging Aging and Disability" which brought together policy makers from the federal and provincial governments, researchers and consumers. The primary outcome was the recognized need for increased collaboration between these fields. March of Dimes Canada was engaged in 21 research studies this past year furthering research related to stroke, aging with a disability, work integration, the use of technology to assist persons with a disability, housing and peer support.

Another research initiative has been our partnership with AGE-WELL, a multisite research program funded by the Canadian government through the National Centres of Excellence program. In Summer 2017, *Access to Assistive Technology in Canada: A Jurisdictional Scan of Programs* was jointly produced with the University of Toronto and McMaster Health Forum. The scan brings attention to the highly fragmented and overlapping programs providing

assistive technology. This research is a great example of research informing advocacy. We have started to share the findings of this study to advocate for policy changes to make assistive technology more accessible for people with disabilities. For example, in recognition of *International Day of Persons with Disabilities* last December, March of Dimes Canada co-hosted an event at the Ontario Legislative building highlighting the need for equitable access to assistive devices, featuring guest speaker Dr Rosalie Wang, author of the report.

Highlights of some of our advocacy include our efforts as a co-founder of *The Alliance for an Inclusive and Accessible Canada*, a coalition of consumer advocacy and disability organizations working together to inform impending federal accessibility legislation. As part of this work, March of Dimes co-organized a conference that featured experts to identify best practices from around the globe. March of Dimes Canada also contributed to the project reports and was represented at meetings in Ottawa where recommendations from seven collaboratives were shared with the Minister of Sport and Persons with Disabilities.

Our research and advocacy efforts are central to ensuring a society inclusive of people with disabilities, and we will continue to advance research that will generate evidence to improve practice, and to inform policy towards this goal.



Andria Spindel, CEO & President of March of Dimes Canada, at an awareness event at the Ontario Legislative Building or Queen's Park in recognition of International Day of Persons with Disabilities.

## March of Dimes Canada's Board of Directors 2017-2018



**Back Row:** (L-R) Tony Barros, Alan Lipszyc, Janet Candido, Graham Todd, Trent Pringle **Middle Row:** (L-R) Catherine Sherrard, Elizabeth Greville, Michael Cole, Cameron Whale, Dr. Luis Barreto, Patricia Peel, Blair Roblin **Front Row:** (L-R) (Seated) Dr. Faisal Saeed, Lynne Wagner, Michael Claener, Peter Rumyee, Lauri Brunner, (Seated) Elizabeth Lounsbury, Catherine Bell **Absent:** Allister Byrne, Adam Cieply, Alan Barkin, and Charan Kumar Bommireddipalli

# ADMINISTRATION & GOVERNANCE

Over the past 67 years, MODC has developed strong, reliable and efficient administrative systems which support our programs, employees, and operations, and ensure compliance with government regulations, legislation and funder requirements. These are described in more detail in the Management Discussion and Analysis (MD&A) section of this report.

The Administrative Departments of MODC include Human Resources, Corporate Services, Finance, Information Technology, Government Relation and Research, Fund

Development, Marketing and Communication and Executive. As described in the next section, we continue to develop new and innovative procedures, implement and adapt new technologies, and enhance our skills to support and deliver an increasingly diverse and complex range of services in a growing number of jurisdictions. The quality and efficiency of these departments has led us to offer more back office services to other Non-profit organizations through a Business Services Department, a growing part of our operations.

## Executive Management



**Andria Spindel**

*President & Chief Executive Officer*



**Chris Harrison**

*Chief Administrative Officer*



**Jerry Lucas**

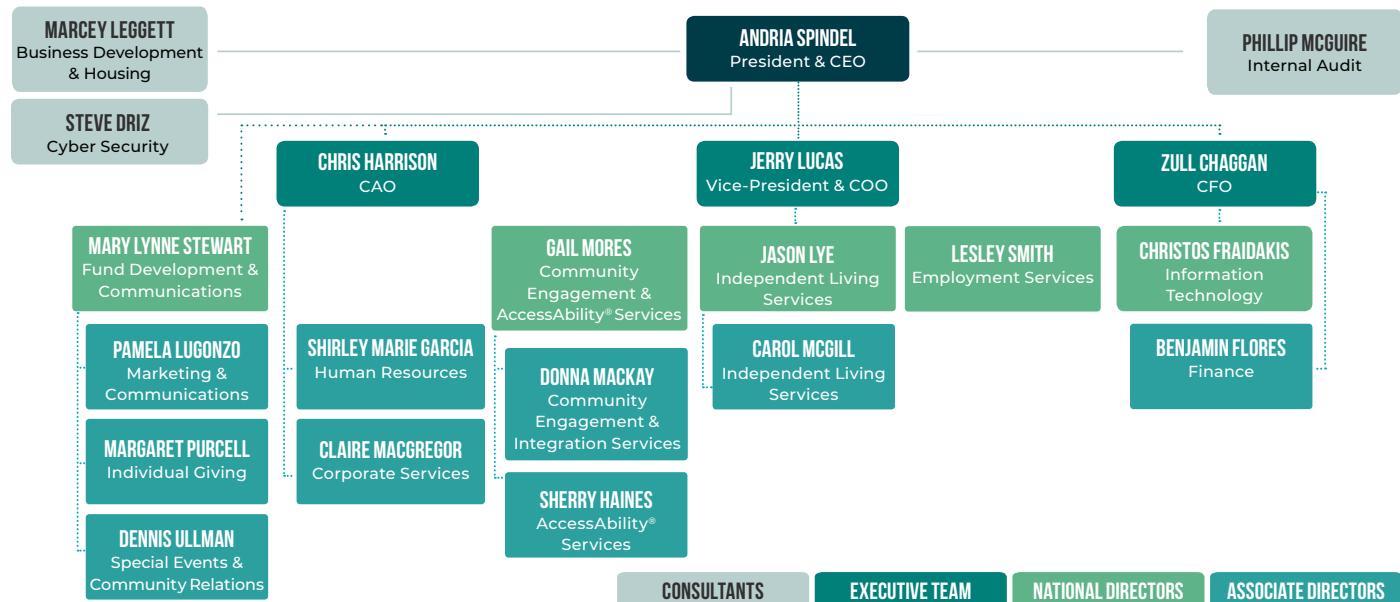
*Vice-President & Chief Operations Officer*



**Zull Chaggan**

*Chief Financial Officer*

## Management Structure



# March of Dimes Canada Board of Directors

2017 – 2018

Our success is also dependent on the strong volunteer leadership of our Board and its committees:

**Executive | Finance | Risk and Audit | Investment | Pension | CEO Evaluation  
Executive Compensation | Nominating and Governance | Business Development**

**Peter Rumyee**

*Chair*

**Catherine Sherrard**

*Vice-Chair*

**Alan Lipszyc**

*Treasurer*

**Michael Cole**

*Secretary*

**Dr. Blair Roblin**

*Past Chair*

## Directors

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Allister Byrne

Catherine Bell

Cameron Whale

Elizabeth Greville

Charan Kumar Bommireddipalli

Dr. Faisel Saeed

Elizabeth Lounsbury

Janet Candido

Graham Todd

Alan Barkin

Adam Cieply

Lynn Wagner

Dr. Luis Barreto

Lauri Brunner

Trent Pringle

Tony Barros

Patricia Peel

Michael Claener

## Board of Directors and Management Roles

Management	Board
Develops plan and budget for approval by Finance Committee and Board of Directors	Annual approval of operational plans and budgets
Develops strategic plan with input from all levels and recommends to Board of Directors	Strategic plan review and approval
Develops new program proposals and forwards to Board or appropriate committee for approval	New programs approval, signatures on plans with funding and reporting to funders
Supports Executive Compensation Committee and other board committees with analysis and drafts corporate and individual goals for senior staff	Receives CEO evaluation and recommendations; salary and compensation policy approval; corporate goals approval, and receives recommendations from Board Committees for discussion and approval
Prepares financial and Analysis statements for Board and auditors; develops and negotiates operational contracts within approved budgets	Recommends auditors for members' approval, approves policies and financial statements, audits and external contracts or audits as required by funders
Recommends capital expenditures and financial policies first to Finance Committee and then Board	Approves capital expenditure plans, stabilization and other reserves, financial policies, governance and board policies
Prepares material, identifies issues, risks and opportunities, drafts policies and agendas for discussion	Approves agendas; reviews and adopts committee reports and makes decisions on committee and management recommendations relevant to governance matters

# MANAGEMENT DISCUSSION & ANALYSIS

## Introduction

The following discussion and analysis should be read in conjunction with the audited financial statements and accompanying notes. The financial statements have been prepared

in accordance with Canadian accounting standards for not-for-profit organizations. All amounts are expressed in Canadian dollars. Any reference to "we" or "us" or "our" refers

to March of Dimes Canada (MODC). All areas are graded following the same guidelines outlined on page 5.



## Financial Management and Performance

The Finance Department is responsible for financial planning and analysis, investment and banking, management and reporting for MODC and its subsidiaries. As well, this department provides various financial services under contract to other non-government agencies. The department ensures compliance with both the Canada Revenue Agency and Canadian accounting standards for not-for-profit organizations. The corporate Finance team is responsible for treasury, budget development, financial transactions, contract and lease management, audit, and all financial policies and procedures. In addition, four financial service managers provide direct support to three program departments, businesses, fund development, communications and marketing, administrative departments, and March of Dimes Canada Non-Profit Housing Corporation.

2017-2018 was an excellent financial year for MODC. Gross revenue increased

by 9.4% over 2016-2017 to \$136M and generated a net operating surplus, excluding investments and expenditures from funds, of \$3.46 million. Surplus as a percentage of total revenue was 2.5% with 97.5% of the total revenue raised spent on programs and operations during the fiscal year. In 2017-2018, 96.3% of gross expenses and 91.2% of net expenditures were spent on program delivery. Administration and amortization accounted for 6.7% of expenditures and Fund Development accounted for 2.1% of total expenditures.

Fee-for-service program revenue grew by \$6.4M or 30% and represented 55% of revenue growth. The majority of the new revenue was related to our Employment Services and a supportive housing program in Edmonton, Alberta, operating for its first full year and serving consumers with acquired brain injuries. The latter is funded by the government

of Nunavut. Government grants grew by \$2.3M, most received from Local Health Integration Networks (LHINs) for services to seniors and people with disabilities in Ontario. These grants accounted for 19.6% of total revenue growth. The Passport Program recoveries, which reflect payments to clients of the Ministry of Community and Social Services in the Ottawa Region, increased to \$17.6M or 13.3% of new funds. Fund Development gross revenue accounted for 7.7% of total revenue growth.

\$39.3 million or 29.4% of expenditures were not charged any administration, either precluded by policy, government contract, or because they are within administrative cost centres. This includes all home and vehicle modification grants, assistive device expenditures on device acquisition and maintenance, all administrative cost centres and consumer expenses under the Passport Program. Excluding these, the true cost of administration is 9.0%

on all program activity.

Total assets as of March 31, 2018 were \$38.65M, up from \$34.58M the previous year, an 11.8% increase. Total Fund Balances increased by \$2.68M to \$22.1M. Working capital grew to \$10.33 million, up 12.2% from \$9.21 million at the same time last year. The Stabilization Reserve grew by 20% to \$8.26M and represents 3.7 months of operating expenditures which are not government funded, 62% of our 6 month target.

Total expenditure on capital purchases was \$758,673, down from \$882,699 in 2016-17, and net capital assets grew from \$5.42M to \$5.71M. Amortization of funded and non-funded assets was \$462,308.

The 2017-2018 operating surplus of \$3.46 million represents 2.5% of total revenue for the fiscal year. MODC has established a number of funds and reserves which permit investment in new programs and research, addresses capital needs, and protects the organization to ensure continued financial viability against loss of business or financial shortfalls, and provides for the cash flow needs of the organization. During 2017-2018, \$1.45M was expended from these funds and reserves on services, program development and evaluation, research, and capital expenditures. At the end of the 2017-2018 fiscal year, surplus funds were transferred, by Board resolution, to the following funds, several held within the Ability and Beyond Fund investment portfolio:

**■ Program Development and Evaluation Fund:** In 2012, this fund was created to pilot and evaluate

new models of service, especially outside of Ontario. This is necessary as we move into provinces where MODC is not yet an established service provider. The Board allocated \$200,000 to this fund.

**■ Housing Development Fund:** This was established to conduct feasibility studies, and all necessary professional services that support expanding the availability of affordable, accessible supportive housing, as well as to commit capital contribution to projects. In 2017-18, the MODC NPHC was in various stages of construction projects in Sarnia, Sudbury and Hamilton, expanding available supportive housing to people with disabilities. The Board approved adding \$600K to this fund.

**■ The National Strategic Stroke Recovery Initiative Fund:** For the past fifteen years, Stroke Recovery has been an important national program initiative of MODC. These funds were set aside to support a public awareness program featuring the "After Stroke" programs and services, provide on-line information and support, and fundraise for continued development of stroke recovery programs and initiatives across Canada. \$500,000 was allocated to replenish this fund.

**■ Assistive Devices Hardware Fund:** In 2017, the Board established this fund with an allocation of \$200,000 to meet increased demands for service, including emerging technology and service outside of Ontario. An additional \$200,000 was added to this fund in 2018.

**■ The Major Capital Reserve Fund:** This fund covers major capital

projects for repair or replacement at MODC national headquarters. The Board allocated \$500,000 to this fund in preparation for supplementing, expanding or replacing the current national office.

**■ The Stabilization Reserve Fund:** This fund provides working capital and ensures continued financial viability against loss of business or financial shortfalls. The goal is to maintain this fund at a level equivalent to three-to-six months of non-funded operating costs. The board allocated \$1,412,318 to bring the fund balance to \$8,254,881. This represents 75% of the fund target or 4.5 months of non-government-funded operating costs.

The latter two Reserve Funds are held in a 201-Infrastructure Investment Portfolio. Both portfolios are managed by external fund managers, accountable to and monitored by the Investment Sub-Committee of the Finance Committee.

## Notes to consolidated Statement of financial position

These consolidated financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the Chartered Professional Accountants of Canada Handbook.

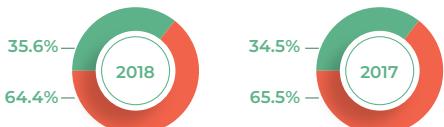
1. Capital assets are recorded at cost less accumulated amortization. Land associated with 10 Overlea Boulevard, Toronto property is recorded at deemed cost, being its fair value at April 11, 2011. All other land is recorded at cost. Amortization is recorded at base and annual rates, which are expected to amortize the net cost of these assets over their estimated useful lives.
2. Working Capital (current assets less current liabilities) improved by \$1.115M (\$10.328M from \$9.212M).
3. Restricted investments of \$5.679M represents market value of investment portfolio for Board of Directors directed Ability & Beyond and Infrastructure Funds.
4. Accounts Receivable includes \$3.880M from Trade receivable, \$3.537M from Programs as of March 31, 2018. Receivable from the Non-Profit Housing Corporation (NPHC), which consists of a balance of \$0.166M for the purchase of land at Sudbury for a Congregate Living facility, \$0.030M for disbursements made on behalf of that organization and a new \$0.075M balance to support the building expansion in Sarnia.
5. Many of the funds received by March of Dimes Canada (MODC) are designated for specific purposes and must be utilized within a prescribed time frame. Unexpended funds are either carried forward or returned, depending on the decision of the funder.
6. MODC strategically purchased the net assets of InFocus, a company registered in British Columbia, on April 18, 2017, which positions MODC to bid on contracts. Goodwill represents the future economic benefits arising from the assets acquired.

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

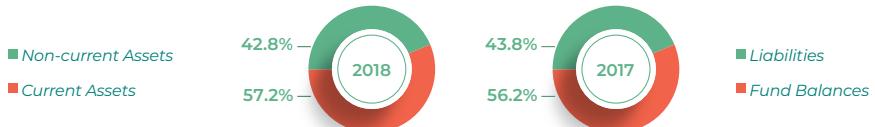
As at March 31, 2018 with comparative figures

	2018	2017
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and restricted cash	\$ 12,261,499	\$ 11,702,882
Short-term investments	4,188,414	4,064,928
Accounts receivable	7,734,695	5,993,594
Amount due from NPHC	285,350	305,813
Prepaid expenses	414,540	456,262
Grants and allocations receivable	7,960	112,905
<b>Total Current Assets</b>	<b>\$ 24,892,458</b>	<b>\$ 22,636,384</b>
Restricted investments	5,679,927	5,111,055
Capital assets	5,713,654	5,417,289
Intangible assets - goodwill	953,140	-
Intangible assets	1,413,751	1,413,751
<b>Total Assets</b>	<b>\$ 38,652,930</b>	<b>\$ 34,578,479</b>
<b>LIABILITIES AND FUND BALANCES</b>		
<b>Current Liabilities</b>		
Accounts payable and accrued charges	\$ 9,554,905	\$ 8,062,652
Unexpended program grants and deferred revenue	2,494,204	1,648,265
Government advances	2,515,137	3,712,635
<b>Total Current Liabilities</b>	<b>\$ 14,564,246</b>	<b>\$ 13,423,552</b>
Deferred capital grants	1,992,536	1,737,156
<b>Total Liabilities</b>	<b>\$ 16,556,782</b>	<b>\$ 15,160,708</b>
<b>Fund Balances</b>		
Invested in capital and intangible assets	\$ 5,134,869	\$ 5,093,884
Building capital reserve	1,900,582	1,466,667
Stabilization Reserve	8,254,881	6,880,271
Major IT Capital Reserve	1,255,775	1,250,000
Minor Capital Reserve	737,761	825,000
Ability and Beyond	4,812,280	3,901,949
<b>Total Fund Balances</b>	<b>\$ 22,096,148</b>	<b>\$ 19,417,771</b>
<b>Total Liabilities and Fund Balances</b>	<b>\$ 38,652,930</b>	<b>\$ 34,578,479</b>

TOTAL ASSETS



TOTAL LIABILITIES & FUND BALANCES



# CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES

As at March 31, 2018 with comparative figures

	2018	2017
<b>REVENUE</b>		
Government and other grants	\$ 81,623,728	\$ 79,325,369
Fees	27,698,810	21,267,144
Program recovery	17,592,060	15,523,012
Fundraising	7,682,955	6,737,285
Investment and other	1,398,238	1,403,275
<b>Total Revenue</b>	<b>\$ 135,995,791</b>	<b>\$ 124,256,085</b>
<b>EXPENSES</b>		
<b>Programs</b>		
Independent Living Services	\$ 71,426,656	\$ 66,322,118
Employment Services	22,230,985	17,462,480
AccessAbility® Services	11,976,166	12,134,926
Passport Services	17,927,665	15,964,517
Community Engagement and Integration Services	4,724,868	4,346,357
Information Advocacy Services, Grants and Awards	528,341	500,527
<b>Total Program Expenses</b>	<b>\$ 128,814,681</b>	<b>\$ 116,730,925</b>
Fundraising	2,144,830	2,065,933
Donor acquisition	668,007	567,503
Contribution to NPHC	165,907	-
Administration	8,474,051	7,695,940
Administration recovery	(7,412,370)	(6,705,491)
Amortization	462,308	420,289
<b>Total Expenses</b>	<b>\$ 133,317,414</b>	<b>\$ 120,775,099</b>
<b>Excess of revenue over expenses</b>	<b>\$ 2,678,377</b>	<b>\$ 3,480,986</b>

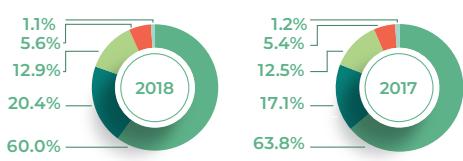
## Notes to consolidated statement of revenue and expenses

1. Funds raised through charitable gaming and special events are included in Fundraising revenue.
2. Independent Living Services includes Outreach Attendant Care Services, Supportive Housing, Acquired Brain Injury Services and Northern Medical Clinics.
3. AccessAbility® Services includes the Assistive Devices Program, Barrier-Free Design Consultation Services, Program and Home and Vehicle Modification® Program.
4. Community Engagement and Integration Services includes Conductive Education®, Aphasia Communication Services, Peer and Volunteer Support services, Stroke Recovery, DesignAbility®, Life Skills and Transitional Services, as well as Recreation and Accessible Travel Services.
5. Separate audited financial statements are available for March of Dimes Canada Non-Profit Housing Corporation, and an unaudited report for Rehabilitation Foundation for Disabled Persons Inc. USA, upon request.

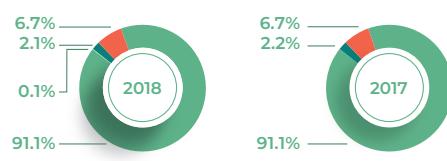
## CASH FLOW COMMENT

- Overall cash increased by \$0.682M.
- Operating activities provided a total of \$2.423M cash due to surplus from operations as well as lower payable balances at year end.
- Finance activities provided \$0.357M from deferred capital grants.
- Investing activities which consumed a net of \$2.098M resulted from the acquisition of restricted investments (\$0.778M), purchase of capital assets (\$0.759M) and net assets acquired from InFocus (\$0.561M).

REVENUE BY SOURCE



EXPENSES BY CATEGORY



- Administration & Amortization
- Fundraising & Donor Acquisition
- Donation
- Programs less Administration Recovery

# PROGRAM PERFORMANCE

MODC tracks both the number of consumer services delivered and the number of service hours each represents. Both are reported to realistically portray the volume and intensity of each service, as these vary significantly. Either statistic alone does not provide a true picture of service volume. For example, some services are delivered in groups and some to individuals. Some are short and infrequent, such as the provision of information, while others such as personal care are delivered to individuals, often with great frequency and intensity.

In 2017-2018, the total number

of consumer service hours almost reached 4 million and grew by \$176.6K or 4.6% from the prior year. The growth in the number of consumer services delivered was substantial, exceeding 76%. The majority of this is due to the addition of the services delivered through the Stroke Recovery Association of British Columbia which formally affiliated with MODC, and to more precise data collection within the branches and chapters through which most of the service is delivered.

Independent Living Services grew with the acquisition of new Local Health Integration Network-funded programs in Chatham and North Simcoe

Muskoka, additional funding to some existing programs, including service to low acuity seniors, and fee-for-service Acquired Brain Injury Programs outside of Ontario, most notably service to clients of the Territory of Nunavut, and new BC services as part of the InFocus acquisition in Victoria, BC. This resulted in a 49% growth over prior year. Employment Services grew by 19% reflecting the growth in contracts, resulting in more service activity, particularly in service to Canadian veterans. The Purchase of InFocus Vocational Services, in Victoria, BC was the first such transaction by MODC and positions the organization to provide provincially-funded

Program	Number of Consumer Services			Total Service Hours		
	2016/17 Actual	2017/18 Forecast	2017/18 Actual	2016/17 Actual	2017/18 Forecast	2017/18 Actual
Independent Living Services	5,375	5,100	<b>5,409</b>	3,008,559	3,050,000	<b>3,154,983</b>
Employment Services	10,771	11,000	<b>10,618</b>	340,137	260,000	<b>262,986</b>
Passport Program	2,011	3,000	<b>2,077</b>	17,100	20,000	<b>18,000</b>
AccessAbility® Services	8,032	9,000	<b>7,400</b>	81,675	83,000	<b>94,640</b>
Recreation/Travel/ MODmobility®	10,283	9,500	<b>9,047</b>	84,350	97,000	<b>167,928</b>
Life Skills/ Transition	8,760	8,000	<b>10,336</b>	114,516	100,000	<b>82,166</b>
Peer Support Services	27,500	33,000	<b>82,491</b>	145,000	170,000	<b>180,000</b>
Conductive® Education	346	400	<b>500</b>	7,760	8,000	<b>8,687</b>
Alternative Communication Services	400	900	<b>1,340</b>	11,500	20,000	<b>17,831</b>
<b>TOTAL</b>	73,227	79,900	<b>129,218</b>	3,810,597	3,808,000	<b>3,987,221</b>

Employment Services and Brain Injury Services in British Columbia.

Recreation and Accessible Travel Services grew through the provision of transportation services to participants in the Invictus Games, held in

Toronto in September, 2017, and a new initiative to provide recreational programs to consumers in our Independent Living Services and those applicants awaiting service.

## Planning and Evaluation

Annual program plans are developed by all departments and submitted to executive management which creates a consolidated plan for presentation to the Board each March, and implementation effective April 1st. Plans relate to the four pillars and strategic goals in the five-year Strategic Plan. Each plan's goals and objectives cover four areas: on-going activities, new or expanded initiatives, quality improvements and risk assessment with mitigation strategies. Each objective has measurable performance indicators. A new Strategic Plan was developed to cover the period of 2018-2023 as we ended the 2013-2018 plan. The new plan, entitled, **Engaging Life: Supporting Inclusion, Choice and Control for People with Disabilities**, was approved by the Board in March 2018. A summary of the plan will be available on-line and in hard copy in the Fall of 2018.

Plan results are evaluated twice each year, at forecast in November and following the end of the fiscal year after completion of the audit in July.

In addition, all programs and departments establish key performance indicators that

include measures related to program efficiency and effectiveness, service volumes, and user satisfaction. With the exceptions noted in the program performance section, service goals were met. Results are reviewed by the Risk and Audit Committee, the Finance Committee and the Board of Directors.



Michelle, Independent Living Participant

# Quality Improvements

March of Dimes Canada's ability to provide a wide array of unique and vital services to an increasingly diverse clientele across Canada is increasingly supported by a focus on evidence-based practice and consumer evaluations. All departments focus on quality service in design, attention to efficiency and cost effectiveness in service delivery and administration, the development of quality systems and performance metrics, attention to risk assessment and mitigation, and comprehensive employee training.

**QUALITY SYSTEMS:** In 1992, MODC adopted a Quality Services Policy and in 2002 achieved ISO certification for its Independent Living Services (both Attendant Services and Acquired Brain Injury Services) and related administrative systems. In 2015, the Home and Vehicle Modification Program also received ISO certification. In 2017-18, both programs had clean audits with no non-conformances or recommendations coming from the external auditor. In addition, the Aphasia and Communication Disorders Program began the process of achieving ISO certification in 2017 and will complete the process in 2018-19. In 2015, MODC achieved Imagine Canada's accreditation and earned their Trust Mark which is annually renewed.

MODC continues to develop key performance indicators (KPIs) and tracking systems to monitor outcomes based on measurable results, and to address issues which arise from the data. We have also advised the Local Health Integration Networks (LHINs) and other agencies on their development and use of KPIs. All manuals and forms are reviewed and updated regularly

and MODC's intranet is increasingly being developed to support the internal communication of staff teams which are geographically dispersed. Our size, sophistication and quality systems are reasons that multiple LHINs have approached MODC to provide administrative support to smaller funded agencies.

**TRAINING:** MODC staff growth has contributed to our training growth which now includes over 100 on-line courses. One stream provides continuing education credits through the Vocational Rehabilitation Association and the Certified Vocational Rehabilitation Professionals. In 2017-18 MODC launched a Training Institute to market its training to external organizations. In 2017-18, MODC invested more than \$535,000 from the Training Pool in employee development, ranging from mandatory training for the 1,300 frontline employees, to various skill and knowledge development programs. In total, over 32,000 student hours were delivered. The newly launched MODC Training Institute provides external organizations with cost effective training for their employees. In its first year of operation the Training Institute provided training to 418 managers from 12 external organizations.

**HEALTH & SAFETY:** MODC has a strong commitment to Health and Safety and received a \$222.3K Workplace Safety Insurance Board rebate due to our improved ratings related to decreased workplace injury and lost time. MODC is compliant with all Ontario Ministry of Labour Health and Safety training requirements. In response to new standards and protocols initiated

by the Fire Marshall's office, MODC worked with local Fire Marshalls to review and update the fire safety plans and procedures for all Independent Living Services sites and implemented staff training to ensure compliance.

## EFFICIENCY AND COST

**EFFECTIVENESS:** Management is very aware of its responsibility as guardian of MODC resources, and is always looking for opportunities to improve efficiency and cost effectiveness without compromising service or service quality. For example, last year MODC implemented an electronic mileage system to eliminate manual claims processes. Over 600 employees now use the system eliminating time consuming calculations and manual processes, verification, identification and correction of errors, and Finance Department's investment for data entry and tax calculations. A Google grant provides trip mapping and calculations and eliminates any potential fraud. The result is high staff satisfaction and cost savings for MODC and service funders. We continue to work on other opportunities to streamline and improve processes, including a new contract management module. We also implemented the Volgistic system to track volunteer contributions to service delivery, fund development and administration.

**LEGISLATIVE COMPLIANCE:** All programs and departments are focused on compliance with government regulations, in all provincial and territorial jurisdictions in which MODC operates.

# Understanding and Managing Risk

March of Dimes Canada established an enterprise risk management framework in 2002, with management implementing an organization-wide program for tracking and monitoring risk. A Risk and Audit Committee of the Board is responsible for overseeing management's performance in risk identification and mitigation, as well as reviewing work of both the Internal Audit Consultant, the Cyber and Information Security Consultant and the external auditors. The Committee reviews management reports on various compliance requirements, receives and reports on all audit results to the Board of Directors. The status of the top organization risks are updated as required and presented to the Risk and Audit Committee semi-annually. Risks and opportunities are also a component of the three-part annual program planning cycle which is reported to the Risk & Audit Committee and to the Board of Directors.

The Internal Audit Consultant (IAC) supports the external audit and the internal ISO audit process. As well, the IAC initiated audits of payroll, fixed assets, privacy policy, contract management, travel and entertainment expense policies and blanket purchase orders. On an annual basis, the Internal Audit Consultant reviews the expenses of the CEO and President to ensure compliance with MODC policies and to report to external funders. MODC also has a whistleblower policy in place which is monitored by the Internal Audit Consultant and the Risk & Audit Chair. There were no calls received in 2017-2018.

Cyber-security is a particular focus of the Risk & Audit Committee. In 2016-17, an extensive cyber-security audit was conducted and a large number of risks of various rating levels were identified. These were all addressed in 2017-18. In addition, MODC systems also undergo extensive security audits by funders, in particular Veterans Affairs Canada.

March of Dimes Canada recognizes the following key risks to its operations:

- The majority of the organization's funds come from government and crown corporations in the form of grants or fees to purchase specific services. The organization is therefore vulnerable to changes in legislation, government funding priorities or policies affecting its approach to service delivery, contract changes, retendering, or non-renewal of contracts.
- Most revenue received is designated for specific uses and cannot be retained or used for other purposes.
- March of Dimes Canada is vulnerable to changes in the political, economic and social environments which affect funding through purchased services or donor support.
- A number of key services are dependent on discretionary dollars raised through fund development, business operations and proprietary services. These programs are at risk when budget targets are not achieved.
- Strategic goals, such as building the brand and expanding services across Canada require an investment

of funds and community building with little guarantee of immediate return on the investment.

- March of Dimes relies on a qualified and productive staff to deliver quality programs and administrative services. The ability to attract and retain quality employees is both an identified area of risk and an area in which MODC will be investing resources to mitigate this risk.

Our Government Relations and Advocacy Department, in conjunction with senior management, monitors government policy and identifies opportunities and risks while cultivating proactive relationships with government at senior levels to promote the issues impacting people with disabilities, as well as to address issues affecting the organization or sector as a whole.



## Human Resources and Corporate Services

The Human Resources Department is responsible for managing our most valuable resource – our dedicated, hard-working and talented employees. Their broad range of contributions has created a unique culture from which our success has grown. This department handles recruitment, employee development and training, labour and employee relations, performance management, payroll and benefits management. In 2017-18 the MODC employee count surpassed 2,000 for the first time.

In 2017-18, MODC put in place many initiatives to attract and retain quality employees.

Triennially, MODC commissions a Quality of Work Life Study. This study has been contracted to Metrics@Work, a firm that specializes in this field and provides external comparators, normed scales, and confidentiality to our employees to ensure a true picture of work life at MODC. This survey assesses employee satisfaction and engagement drivers related to the job, the local work environment and the

organization as a whole.

The most recent survey, 2015-2016, showed very high levels of employee satisfaction, as well as continual improvement from the 2012 survey, which had better results than the survey in 2009. All departments and regional offices discussed the survey results and action plans were subsequently developed to identify areas of improvement. The results of the implemented plans are presented to the Board each year. The next survey will take place in September, 2018.

This department also provides some of our fee-based Business Services, sold to other non-profit organizations and the Chief Administrative Officer oversees a range of these services, which last year included, payroll, training and mediation services. In 2017-18, at the request of the North Simcoe Muskoka Local Health Integration Network, MODC bid was accepted to provide back office services to smaller agencies previously supported by the Community Care

Access Centre. Implementation of service began shortly before fiscal year end and focuses on finance and payroll

Our Corporate Services Department develops standards and best practices for forms and manuals, leases, requests for proposal, furnishings and equipment. The department coordinates and supports delivery of administrative services to over 120 sites. The organization complies with all required Government Procurement Directives and maintains the highest standard of transparent procurement. This department also oversees site and security standards, fixed assets, business continuity, and property risk assessment. As well this department controls monthly releases of ISO compliant documentation. Working with the IT Department, Corporate Services also manages a unified telecommunications system.



## Performance Management and Compensation

All employees are individually evaluated annually based on a comprehensive performance contract and set of core competencies for their particular job. Managers are also evaluated based on achievement of program goals and key performance indicators in their annual program plans. Pay is based on a comprehensive salary structure with regular comparators to similar organizations with individual variable

pay based on merit. The policy of March of Dimes Canada is to provide fair compensation, and to be in the mid-range of the marketplace regarding pay levels for all staff.

For senior management, bonuses are based fifty percent on corporate goals that are submitted to the Executive Compensation Committee and 50% in personal goal achievement. The corporate goal results are evaluated

at year-end by the Committee, which then reports to the Board of Directors. In 2017-18, an enhanced bonus program was extended to other levels of management based on individual performance and a performance for which individual goals are set.



## Marketing and Communications

The Marketing and Communications Department, though a small team, supported all fundraising activities and program areas with all their marketing and communication needs. A wide range of support was provided that included: public relations and media, graphic design and print of materials like brochures, posters, annual reports etc., conferences and trade show exhibit materials, and digital marketing which included e-marketing, developing micro websites for events, e-newsletters, managing the website and social media platforms.

We are constantly evolving our marketing efforts to meet the changing needs of internal and external stakeholders by asking the

question “now what?” Last year, the answer to this question was the catalyst for work beginning on a website redevelopment project, with the goal of making the site easier to navigate, provincially segmenting information, and making it more interactive. The website is now mobile and we are enhancing the use of videos and interactivity. Mobile and tablet use for web access increased. The site is fully compliant with the *Accessibility for Ontarians with Disabilities Act*, and 45 pages are bilingual. In addition, as part of MODC’s National Stroke Strategy, this department collaborated with the Community Engagement and Integration Services Department

on the branding of the After Stroke Program, the development of a communications strategy and materials, and a new self-management website for stroke survivors and caregivers. For more information see page 49. The department introduced a new social media platform, PostBeyond, to our internal stakeholders as a way of helping to build and strengthen the MODC brand. PostBeyond is a social media hub for creating and curating content that makes it easy for internal stakeholders to find pre-approved content that they can share with their networks. Social media activity continues to grow with a 13.1% increase in followers in 2017-18.



Harold Miller ▶ March of Dimes Canada

...

I would like to sincerely thank The March of Dimes with their more than generous donation, in getting me a bath tub lift. This lift has given me some of my independence back again, it's the first time in 3 years that I can bathe or shower on my own!

A testimonial from our Facebook wall.



## Information Technology

Management systems are centrally designed, networked and supported with a 24-hour help desk. MODC, like most organizations, is faced with the periodic need for large investments in IT infrastructure to update or replace software and hardware due to age or lack of technical support. To mitigate against the financial impact of these events, MODC established an IT Major Capital Reserve in 2016 and built the reserve to \$1.25M at the end of 2016-

2017. An upgrade of the Accounting and Case Tracking system will begin in 2018-19 with implementation scheduled for April, 2020.

Layers of redundancies, back-up systems, a secondary hot site and off-site data storage protect the organization in the event of system failure, damage, or natural disaster. Information Technology privacy and external security audits all concluded

that the organization’s systems meet funder security standards and comply with federal privacy legislation. A 2016-17 cyber-security vulnerability audit was undertaken and vulnerabilities identified. A subsequent cyber-security audit in 2017-18 showed that identified vulnerabilities have been addressed. A Cyber-Security Consultant monitors security and an in-house cyber security specialist was recruited for a new position.

## Internal Controls

A number of internal controls are in place which are reviewed annually and signed off by management; these comprise part of the annual external audit. Employees and volunteers annually sign off on compliance with business conduct policies and provide proof of professional designations, insurance and other requirements to perform their duties. An extensive in-house training program is managed to ensure staff achieve and retain certification requirements, receive and complete required job skills and training in a timely fashion, and are able to achieve the goals of the organization. In 2017-18 an internal audit of travel and entertainment policy compliance was undertaken and policies and procedures updated.

Our extensive review of segregation of duties was also a focus of internal audit resulting in policy and procedure updates.

Comprehensive operations and policy manuals are in place and are regularly updated for all programs and corporate resource departments such as Finance, Human Resources and Information Technology.

The reliability of financial reporting, including budgeting, monthly statements, financial analysis and transactional procedures are monitored by both management and the Finance Committee. Sub-committees on employee pensions and corporate investments select and monitor the performance of

external fund managers against set targets and quarterly report to the Finance Committee, which in turn reports to the Board of Directors.

Governance and management functions are clearly delineated and the Internal Audit Consultant reports separately to the Board through the Risk and Audit Committee which meets in camera when reviewing management's performance.

Emergency preparedness is now part of management planning and includes business continuity planning which is periodically reviewed and updated. A crisis management set of documents is updated annually, a back-up hot site exists, and an incident management policy has been updated

## Governance

As of May 8, 2013, the operations of Ontario March of Dimes and March of Dimes Canada were combined as one federally-chartered charity, under the Ontario March of Dimes charitable number and the name, March of Dimes Canada, for which the company owns the trade mark. The previous March of Dimes Canada charitable corporation now exists as March of Dimes Canada Foundation, but operating plans have not been developed for this Foundation.

Ontario March of Dimes Non-Profit Housing Corporation is now federally-chartered as March of Dimes Canada Non-Profit Housing Corporation (NPHC), and pursues opportunities in and outside of Ontario to provide accessible, affordable supported housing for people with disabilities.

A separate audit, annual report, AGM and governance structure exists for March of Dimes Canada Non-Profit Housing Corporation. However, NPHC is served by several MODC Committees including Risk and Audit, Nominating and Governance, and the Investment Sub-Committee. There is one full time dedicated staff person, the superintendent at the Jean and Howard Caine Apartments in Oakville. All other supports and services are provided via MODC staff.

March of Dimes Canada is governed by a 24 person Board with representation of the skills needed for decision-making and accountability including finance, legal, risk, audit, human resources, operational management, as well as social and health services, research, and

consumer empowerment. In addition the Board is comprised of men and women across the adult age spectrum with representation of people with disabilities, ethnic diversity and the broad geography in which MODC operates. In 2017-18, six provinces were represented on the Board.

The Board of Directors meets a minimum of six times per year and has five working committees: Risk and Audit, Finance, Nominating and Governance, Executive Compensation, and CEO Evaluation. The Board contributes to and approves a five year strategic plan drafted by management, and annual plans that provide an operational blueprint to fulfill the strategic plan. The annual plan is accompanied by a budget and a mid-year forecast is produced, that

once approved, serves as the revised budget and plan. Monthly statements are monitored by the Finance and Executive Committees.

The Nominating and Governance Committee of the Board is responsible for evaluation of existing Board members, recruitment of new members, as well as Board training and orientation. This Committee considers skill requirements within the Board at the time of recruitment and targets recruitment to fill any gaps. Board member evaluation includes participation and attendance, as well as the quality of the contribution of each member. Initial terms on the Board are typically three years, with one-third of the Board elected each year. In 2016-2017, a Board Effectiveness Survey was undertaken and results were communicated to the Board and follow-up on recommendations was addressed over the past year.

Management works closely with the Board, its committees and subsidiary Boards, providing necessary information for agenda building, decision-making, planning, policy development and resource allocation.

MODC established out-of-province community or regional volunteer committees to build the capacity of MODC to be represented in other jurisdictions, to have input into the Board policy and operational plans, and to participate in fundraising and advocacy. MODC committees operate in Vancouver, Calgary, Edmonton, Winnipeg, Montreal and Halifax, as well as in London, Ottawa, and Kingston in Ontario.

The chart on page 17 explains the key areas of responsibility differentiation between the board and management, and the organizational chart on page 16 illustrates the management structure that oversees MODC and its subsidiaries.

March of Dimes posts its annual audited financial statements on the website, complies with all legislated requirements including the filing of a T3010 form each year with Canada Revenue Agency and compliance is reviewed by the Risk and Audit Committee. Information is posted on the CRA site. Transparency is achieved through the annual report which is posted on line, preparation of various reports to government and other funders, audited expenditure reports for government, a robust risk management program, and the contracted services of an Independent Audit Consultant who is accountable to the Risk and Audit Committee which reports to the Board. In 2014, March of Dimes Canada won the Award for Excellence in Financial Reporting Transparency from the Voluntary Sector Reporting Awards. As Ontario March of Dimes, this award had also been won in 2012. This award is no longer given out.

We believe that an open environment for questions, complaints, challenges, all lead to greater quality service. MODC annually gathers feedback from clients via customer surveys; every three years we have an independent Quality of Life Survey of employees; we have a posted a Complaints policy and have updated all Privacy policies. We track donor complaints which

are reported annually to the Board, and from time to time we hold focus groups or surveys in communities to gather input on our services or on the needs of people with disabilities. In 2014-15, MODC achieved accreditation under the Standards Program of Imagine Canada and has annually maintained it.

March of Dimes Canada Non-Profit Housing Corporation and the Rehabilitation Foundation for Disabled Persons U.S. continue to operate under separate charitable numbers with their own Boards of Directors. The members of these corporations are the Directors of MODC.

## Outlook

Having transitioned into a national charitable organization, with the goal of expanding services to reach more Canadians with disabilities, we are pleased to report four years of unusually strong financial performance, with 4-year growth of 39.4%, 9.4% in 2017-2018. This exceeded our expectations and demonstrated that MODC has successfully grown into a national organization while building reserves, investing in growth and infrastructure. With accelerated growth of service outside of Ontario, and new opportunities presenting themselves over the next 12-to-24 months, we look forward with optimism to further expanding services outside of Ontario.

It should also be noted that MODC has developed a presence and reputation outside of Canada, not as a service provider per se, but as a credible body of knowledge and expertise, supporting the

International center on Disability Research (ICDR) at the University of Toronto, funding and coordinating the Bridging Aging and Disability International Network (BADIN), partnering with researchers on the national AGEWELL project, having ECOSOC status at the United Nations, and being an active member of the International Initiative on Disability Leadership (IIDL). This too bodes well for the future of MODC.

In 2017-18 MODC completed a new five-year Strategic Plan to guide the organization to 2023. The theme, *Engaging Life: Supporting Inclusion, Choice and Control for People with Disabilities*, acknowledges the national and international commitment of governments and not for profits to promote more inclusive societies, a commitment in line with the long-time vision statement of MODC. As this commitment becomes reality, it will change the role of Canadians with disabilities, their choices and

their control over the services they receive and the lives they live. It will also change our relationship with the people we are mandated to serve.

Ultimately, MODC hopes to serve new communities across all provinces and territories, continuing to build new alliances and partnerships, and increasing resources, all with the goal of bringing the services of MODC to Canadian residents with disabilities, wherever they reside, and creating an inclusive society where Canadians everywhere have equal access to all services, facilities, and information, and feel a high degree of inclusion and independence.



## NATIONAL EXPANSION

### MARCH OF DIMES CANADA'S GOAL

is to make

**ONE STOP:** opportunities for independence a reality in *many provinces.* 

MODC's *Strategic Plan* for 2018-2023 shows how we plan to make this happen.

# 2017 AWARDS & GRANTS

## Community Partnership Award

Awarded to an organization or community group for outstanding collaboration with March of Dimes Canada in support of persons with disabilities.

**Grand River Hospital | Kitchener, ON**

## Award of Merit for Barrier-Free Design

Awarded to an owner(s) of a building or facility that has been designed or renovated with special regard to accessibility for persons with a disability.

**Golden Windows | Kitchener, ON**

## The Judge George Ferguson Award

Awarded to a business, organization or individual contributing in an outstanding way to enabling “equality and full participation” for people with disabilities.

**John Mackett | Thunder Bay, ON**

## Vocational Rehabilitation Award

Awarded to a business, organization, or agency making an outstanding contribution to the vocational rehabilitation and employment of adults with physical disabilities.

**Mark Wafer | Toronto, ON**

## Reverend Roy Essex Award

Awarded to a long-term volunteer who has demonstrated a high degree of commitment and made an outstanding contribution to the goals of March of Dimes Canada.

**Sandy Brack | Omemee, ON**

## Richard Kall Employee Award of Excellence

Awarded to an individual or group for long-time service to March of Dimes Canada in the area of fundraising, service or policy.

**Mary Ann Cecile | Sarnia, ON**

## Wade Hampton Training Bursary

Awarded to an individual with a physical disability requiring financial assistance to pursue a profession or career goal.

**Tyrell Jaden Harrison | Maple, ON**

## The Right Honourable Paul Martin Sr. Award

Awarded to an individual or group for long-time service to March of Dimes Canada in the area of fundraising, service or policy.

**Paul Simpson | Burlington, ON**



**Back Row:** (L-R) Andrea Guth, Carol Bulgin, Erica Barbosa, John Mackett, Lee Ann Rektor, Lori Tone, Andria Spindel **Front Row:** (Seated) Elizabeth Lounsbury, Tracy Schmitt (MODC Ambassador), Lynn Wagner

# FUND DEVELOPMENT

Fund Development generates revenue that is critical to support our non-government funded programs, and is the largest contributor of net discretionary revenue. March of Dimes Canada's Fundraising Department had some great achievements in 2017-18. Overall Fundraising exceeded budget by \$89,342. We also:

- met our fundraising commitments to our Non-Profit Housing Corporation;
- generated new funds for our National Stroke Strategy;
- continued to steward our long term donors through local events where we highlighted and demonstrated MODC's programs.

Our programs are strong and steady. We were inspired by R.J. Mitte at the Ability and Beyond Dinner, who shared his personal experience of living with cerebral palsy and his journey to fame on the small and big screens.

The "Now What" question for MODC was featured in our series of Opening Doors events, which featured the Unstoppable Tracy Schmitt who is a motivational speaker, bestselling author, decorated athlete and four way amputee. Tracy was our key note speaker from coast to coast inspiring donors, consumers and caregivers with her story. Tracy's whole life is inspired by the "Now What" question and she challenged all of us to make the most of our abilities.

This year we honoured Savaria with the Corporate Spirit Award for their outstanding support of MODC's programs.

Corporations continue to support our national fundraiser, Rock for Dimes in

14 cities where local bands compete to be the best band in their city. Eric Hawk is now our National Ambassador for this event. Eric, activist and guitarist for *Portugal The Man*, recently became our official Rock for Dimes ambassador. Eric uses his popularity to advocate for people living with disabilities, and will be helping us raise awareness by supporting social media and promotional campaigns. His name will go a long way to promoting Rock for Dimes and MODC.

Our celebrity ambassadors William Shatner and Bret "The Hitman" Hart continue to provide tremendous support by bringing public awareness to our programs.

Kate Linder and the cast of 'Young and the Restless' continue to thrill audiences in Calgary and Toronto with their behind the scenes stories.

Our National Partnerships continue with Liberty Tax Services, Guardian IDA Pharmacies and the Weather Network.

Our Peer Support groups continue to raise funds at "Walk 'n' Roll" local events in their communities.

We continue to reach out to our 41,000 annual donors to offer opportunities to participate in special events and to receive our newsletter, "Care In Action", our direct mail letters and program information.

Our Community Canvass Campaign provided over 3,399 volunteers for MODC, they comprise 82% of the total volunteers in fundraising.

We continue to have support from local United Way partners in Ontario, our

MODC committees in Halifax, Montreal, Kingston, Ottawa, London, Sarnia, Winnipeg, Edmonton, Calgary, and Vancouver and to ask "Now what"? What will be our next success?

March of Dimes Canada relies on the generosity of donors to help fund our programs. Over the next few pages we have acknowledged donors who contributed to MODC over the last fiscal year. We also extend our gratitude to those donors who wish to remain anonymous. Every effort has been made to ensure the accuracy and completeness of these very important lists. We apologize for any errors or omissions.

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Donors names are also published online at [www.marchofdimes.ca/donate](http://www.marchofdimes.ca/donate)

# JONAS SALK

## Circle of Friends



The Circle of Friends commemorates Dr. Jonas Salk's life-saving work in the development of the first polio vaccine and his humanitarian contributions, and recognizes the cumulative contribution of our most exceptional donors.

### Visionary | \$1,000,000+

#### CORPORATE

TD Bank Group

#### BEQUESTS

Estate of Joseph, Janet and Ruby Youdell

### Discoverer | \$500,000-\$999,999

#### CORPORATE

Transamerica Life Canada

### Pioneer | \$100,000-\$499,999

#### CORPORATE

Bell Canada  
Canadian Imperial Bank of Commerce  
CitiFinancial Canada Inc.  
Dentons Canada LLP  
Greenshield Canada  
Horizon Capital Holdings Inc  
Liquor Control Board of Ontario  
Princess of Wales Own Regiment  
RBC Royal Bank  
Sanofi Aventis/Sanofi Pasteur  
Scotiabank  
Shoppers Home Health Care  
The Family of the Right Honourable Paul Martin

#### BEQUESTS

Estate of Alexander J. Morris  
Estate of Bernard Mandell  
Estate of Donald Alexander Cromar  
Estate of Doris Goodwin  
Estate of Dr. Ed and Bobby Yielding  
Estate of Hazel Mae Schwerdtfeger  
Estate of Henry Daniel Statham  
Estate of Isabel Margaret McDowell  
Estate of John Haas  
Estate of Margaret St. John  
Estate of Mary Wanda Brown  
Estate of Peter Collins  
Estate of Vera M. Campbell  
Estate of Vera Mellisa Fleming

#### INDIVIDUALS

Anne-Marie Canning  
Dr. David Collins  
Alexander Christ  
Agnes Faraci  
Dr. Sydney L. Gershon\*  
Dr. Frank Mastrogiacomo  
The Strahan Family  
The Toby Family  
\*Deceased

# Corporate Spirit Award Winner

Liquor Control Board of Ontario

March of Dimes Canada is fortunate enough to work with many corporate sponsors who demonstrate an exceptional commitment to improving their community, and each year we recognize one of them with our Corporate Spirit Award.

This year's recipient was the Liquor Control Board of Ontario (LCBO). We have been part of the LCBO's Donation Box Program since 1998, collecting over \$183,000 in donations from more than 660 LCBO locations across Ontario.

This LCBO program not only gives March of Dimes Canada the opportunity to collect crucial donations that help provide services to Canadians with disabilities; it also provides a way for us to reach new audiences and spread awareness of our work.

The Liquor Control Board of Ontario has contributed tremendously to improving the lives of Canadians with disabilities, and we look forward to many more years of partnership.



(L-R) George Soleas, Chief Executive Officer and President, Liquor Control Board of Ontario and Andrea Luciani, Conductive Education Participant at the 2018 Ability & Beyond Dinner



## In Memory of

Dr. Sydney Gershon

March of Dimes Canada shares the loss of Dr. Sydney Gershon with his beloved family. Dr. Gershon passed away on April 30, 2018.

Dr. Gershon was an outstanding volunteer for over 40 years providing his time and expertise as a rheumatologist to MODC's Northern Medical Clinics program. Dr. Gershon's generous donation of fees helped make it possible for March

of Dimes Canada to provide medical clinics several times a year in northern Ontario. MODC was pleased to honour Dr. Gershon as a Pioneer in the Jonas Salk Circle of Friends for his extraordinary philanthropy.

*"Dr. Gershon was such a caring, giving and gentle soul. He would try to help all patients that crossed his path even if the issue at hand did not fall into his area of expertise. His patients loved him. He had a positive can-do attitude and a great sense of humour. We will truly miss him."*

- Annie Janson, Northern Medical Clinics Supervisor

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For more information about March of Dimes Canada's Northern Medical Clinics program, please visit [www.marchofdimes.ca](http://www.marchofdimes.ca)

# PAUL MARTIN

## Senior Society



The Right Honourable Paul Martin Sr. spent 39 years in federal politics and a lifetime serving Canadians. The Paul Martin Sr. Society recognizes outstanding donors who follow the inspirational legacy of a great Canadian who, as Minister of Health and Welfare, introduced the universal polio vaccination to Canada.

### Investor | \$50,000 – \$99,999+

#### CORPORATE

Allergen Inc.  
Beaver Narrows RV Resort  
Co-Operators General Insurance Company  
Leisure Time Park & Trailer Sales  
Leon's Furniture Limited  
McGowan Lake Campground Inc.  
Power Corporation of Canada  
Sandy Beach Resort & Trailer Court Ltd.

#### Savaria

Sherkston Shores  
Stewart McKelvey LLP  
The Cadillac Fairview Corporation Limited

#### Dr. Markku Nousiainen

Neil & Deborah Rosta  
Dr. Veronica Wadey

#### INDIVIDUALS

Mark Golding  
Dr. Andrew Howard  
Pierrette Lévesque

### Benefactor | \$25,000-\$49,999

#### CORPORATE

Country Gardens RV Park  
Fidelity Investments Canada ULC  
Fisherman's Cove Tent & Trailer Park  
Genx Inc.  
Green Line Properties Limited  
(Hammock Harbour)  
ISAAC Canada  
McInnes Cooper  
Sunspace Sunrooms  
TD Insurance - Meloche Monnex

#### INDIVIDUALS

Neil Anthes  
Alexander P. Beaton  
Dr. Gladys Chan  
Michael Chao  
Dr. Dale Dantzer  
Murray Edwards  
Charles Gallant  
Elizabeth Greville  
Kathryn Kennedy  
Steve Laciak

#### Anthony Lisanti

Sandra Nymark  
Andria N. Spindel  
Dr. Lianne Tile  
Linda Yielding

## Patron | \$10,000-\$24,999

### CORPORATE

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Delmar International Inc.  
Dynavox Canada Inc.  
Edgewater Financial Group Ltd.  
General Coach  
Faurecia  
Great-West Life Assurance Company  
Home Medical Equipment Ltd.  
Hydro One Employees' Pensioners  
Charity Trust  
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JDS Fundraising Services Inc.  
JSS Barristers  
Kao Canada Inc.  
McKesson Canada / Drug Trading Co Ltd.  
Ontario Federation for Cerebral Palsy  
People Corporation  
Permobil

Queen's University  
Rideau Acres Campground  
Scodesign Distribution Inc  
Sun Life Financial  
TE Connectivity  
Temec Engineering Group Limited  
Woodland Park Limited

### INDIVIDUALS

Dr. Jihad Abouali  
Marjorie Allen  
Harold A. Baardsnes  
Alan B. Barkin  
William & Karen Ann Barnett  
Marc J. Dore  
Steve Driz  
Henry Ens  
David Farmer  
David M. Fisher  
Dr. Shawn Garbedian  
Paul Fink & Beth Gorbet  
Maura Harrington

Dr. Simon Harris

Jerry Lucas

Dr. Harsha Malempati

Inez McDonald

Sydney R. McMorran

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Margaret Meynell

Gail Stewart Mores

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Marion J. Potter

E. M. Mae Potton

Keith & Patricia Rodgers

Jenelle M K Ross

Kim Shannon

Marie-Luc Simoneau

Paul R & Betty Simpson

Jeffrey B. Steckley

Dianne Tyers

John H. & Josie Watson

Charan Kumar Bommireddipalli

## Member | \$5,000 – \$9,999

### CORPORATE

ATB Financial  
Atlantic Poly Liners Inc.  
BMO Capital Markets  
Brewha Craft Beer Festival  
Cameco Corporation  
CIBC Mellon  
Cox & Palmer  
Dalton Pharmacy  
Deloitte LLP  
Drive Medical Canada Inc.  
GMP Securities L.P.  
Horizon Employee's Charitable Fund  
I M P Group International

Ideas For Independent Living Inc.  
Liberty Tax Service  
McMillan Law Professional Corporation  
Meridian Credit Union Limited  
Middlefield Group  
Parkbridge Lifestyle Communities Inc  
Performance Medical  
Power Workers' Union  
Recyclable Materials Marketing  
Salma Jaffer Law  
Sita Advanced Resources Canada Ltd.  
Suncor Energy  
Telus Communication Inc.

Tropic Air Systems

University Hospitals Staff Credit Union Ltd.

Wellington Laboratories Inc.

### INDIVIDUALS

Joseph Amalraj  
Louis & Marie Audet  
Dr. Nehama & Moshe Baum  
Rosemary Beech  
Catherine M. Bell  
Christie Blatchford  
Ralph Bond  
Peter Bruneau

## **Member** | \$5,000 – \$9,999

Harold Buttle	Marilyn Irving	Cicely A. Scroggs
Horacio Carletti	Dusan Jahnatek	Catherine A. Sherrard
Bert Carriere	Roth James	Faida Smale
Dr. John S. Carruthers	Victor Jhauj	Dr. Avrum A. Soicher
Mark Chan	Audrey Kenny	Robert & Ruth Stapleford
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James K. Christie	Patrick Kuiack	Mary Lynne Stewart
Adam E. Cieply	Ilguiz Latypov	Uwe Storjohann
Michael Claener	Marcey Leggett	Janet Thomas
Michael Cole	Leah Lepage	Dennis R. Ullman
Gary Conkle	June Levy	John De Lind Van Wijngaarden
M G. Corbett	Jean B. Liberty	Tom Varty
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Charles Coupal	Cheryl Luciani	Audrey Wilson
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Jane O. Croft	Joanne Mazzoleni	W. Brett Wilson
Kenneth G. Daugherty	J. G. McEachern	John E. Wittmann
Dr. Joseph P.A. Dooley	Brian McKeown	Richard Woodley
Christine M. Drane	Lisa Mohamed	Brenda Yates
Judith I. Duff-Newton	Anne More	Jimmy Yung
Bruce Earle	Dan Mucka	Henry Ziernfeld
Norma Edwards	Rod D. Mundy	Lynne Zucker
Claudette Fex	Carlos Narvaez	
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A. Guerra	David Pettypiece	
Lorraine Halabisky	Eileen H. Philp	
Colin Hardman	Judy Quillin	
Ruth Hawkes	Donald E. Rolfe	
Claudelle Hegedus	Virginia Roxas	
Glynis Henry	Janice Ryan-Whitton	
P.J. Holway	Peter Schofield	
Kevin D. Howes	Maria Schroeder	

# ELLEN FAIRCLOUGH Society



Ellen Fairclough was Canada's first female federal Cabinet Minister. She was the Honorary Chair of Ontario March of Dimes 40,000 Marching Mothers® who canvassed door-to-door in neighbourhoods across Canada, raising funds for polio research. The Ellen Fairclough Society® commemorates her pioneering spirit.

The Society recognizes donors whose individual or cumulative gifts are \$1,000 – \$4,999. Due to limited space only donors who have contributed \$1,000 – \$4,999 within this fiscal year are recognized here.

## CORPORATE

Access Independent Living Services  
ACT Lelowena West Council #1003  
Army, Navy & Air Force Veteran Unit #376  
Benefaction Foundation  
Bluewater Power  
Canada Post  
Canadian Living  
Canadian Progress Club (Saskatoon)  
Caraco Storage Solution  
Challenger Motor Freight  
CI Investments  
CIBC Mellon Global Securities Services  
Corrosion & Control Construction  
Ellis-Don Construction Limited  
Enterprise Rent A Car Canada Foundation  
Fort Lions Langley Gaming Account  
Gudmundseth Michelson LLP  
Hodges Home Renovations Inc.  
Homewood Health Products Inc.  
Horizon North Logistics Inc.  
House of Wax Holdings Ltd  
Hub International Limited  
Human Care  
Hunt's Healthcare Inc.

## IBM Canada Ltd.

Ingredion Canada Incorporated  
Laborie Medical Technologies Canada ULC  
Landmarks/Doric No, 654  
Lethbridge Branch Navy League  
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Madaisky & Company  
Medability  
Mercer  
Motion Specialties  
ONCAP Management Partners  
PartnerIT Corporation  
PRC Prentke Romich Company  
Precision Home Medical Equipment  
Preferred Home and Bath  
Richards Buell Sutton LLP  
Royal Canadian Legion Branch 48  
Royal Canadian Legion Branch 82  
Royal Canadian Legion Branch 234  
Royal Canadian Legion Branch 322  
Savaria Concord Lifts Inc.  
Silver Cross Automotive Inc.  
Singleton Reynolds LLP  
Sofina Foods  
Solo Liquor Stores Ltd.  
Tundra Process Solutions Ltd.  
Urban Poling Inc.

## Vancouver Odd Fellows Lodge #90

XE.com  
Yurek Pharmacy Ltd.  
Alfred W. Apps  
Luis Barreto  
Bruce Buchanan  
Janet Candido  
Michael Cavanagh  
William B. Collins  
Luigi Conflitti  
Herman Dhotar  
Roger A. Dixon  
Gregory Driscoll  
N Louise Dryver  
Claire Duboc  
Hazel Egerton  
Tarek El Dewy  
Robert & Marianne Eng  
Laura & Steve Fitterer  
James Flanagan  
Osama Freija  
Mary-Joan Giffin  
L J Hooper  
John Ide  
Laura Kember  
Wanda A. Komorowski  
Marilyn Krelenbaum  
Amanda Lang  
Guy N. Launay

## Louise Lim

Pressé Mason  
J David Mather  
Russell Sean McDonough  
Phyllis Meikkeljohn  
Diane Mitanis  
Joe Morrison  
Shirley Mungall  
Gaitri Nanan  
Peter Pekos  
Marc-L Porter  
Paul Randall  
Margaret Rautenberg  
John Roepke  
Brian Rogers  
Sonia Dawe Ryan  
Mehdi Sadoughi  
Louis Sentesy  
Mark Slay  
Glenn Solomon  
William Southern  
Krista Sullivan  
Jim Taipale  
Anthony Vivona  
Raymond Wagner  
Lynn Wagner  
Michael & Mary Wells  
Timothy Williams  
Kinnie Willis  
Catherine Winchester  
Hendrik Wondergem  
Raymond Young

## INDIVIDUALS



**Back Row:** Abhi Sinha, Daniel Hall, Sean Carrigan **Front Row:** Christian Le Blanc, Tracy Schmitt, Lisa Fearnley (Worden) and Kate Linder

# OTHER DONATIONS

## AGENCIES AND SERVICE CLUBS

Bingoland South (Nepean)  
Delta Bingo Gaming Centre (Barrie)  
Delta Bingo Gaming Centre (Peterborough)  
Community Spirit Gaming Centre (Kingston)  
Fort Langley Lions  
Lions Club of Kingston  
Mississauga Central Lions Club  
Rotary Club of Bowmanville  
Knights of Columbus - Holy Redeemer Council #10888  
Resorts of Ontario  
Cranberry Resort  
Travelodge Belleville

## BEQUESTS

Estate of Albert Gearing  
Estate of Anny Hollander  
Estate of Charlotte Ann Duke  
Estate of Emil Fritscher  
Estate of Evelyn Jenkins  
Estate of Hugh Lawrence Nugent  
Estate of Lola Jean Thompson  
Estate of Margaret Louise Moran  
Estate of Mary Bird  
The John A. Sanderson & Family Trust

## CAMPERS HELPING CAMPERS

ATL Distributing  
Bensfort Bridge Resort  
Bids for Benefit  
Bissell's Hideaway  
Camping In Ontario  
Canadian Recreational Vehicle Association (CRVA)

Country Gardens RV Park  
Emerald Lake Trailer Resort & Waterpark  
Fisherman's Cove Tent & Trailer Park  
General Coach Canada  
Global Coin Solutions  
Great Blue Resorts  
Green Wood Gems  
Hammock Harbour RV Park  
Leisure Time Park & Trailer Sales  
Linwood Parks  
MediaTown Marketing  
Mr. Sub (MTY Group)  
Ontario Recreation Vehicle Dealers Association (ORVDA)  
Our Ponderosa Cottage & RV Resort  
Parkbridge Lifestyle Communities  
Pioneer Point Cottage & RV Resort  
Play It Forward  
Qwick Wick  
Rideau Acres Campground  
Sandy Beach Resort  
Santa's Village  
Sherkston Shores  
Sun RV Resorts  
SunCruiser Media  
Sunspace Sunrooms  
The Branding Company  
Woodland Park (Sauble)

## LIFE INSURANCE PLEDGES

Fraser Deacon  
Jerry Lucas  
Patricia Maguire  
Andria Spindel

## FOUNDATIONS

Al Roadburg Foundation  
Albarrie Foundation  
Albert and Temmy Latner Family Foundation  
Alberta Health Services Staff Charities Fund  
Allard Foundation  
Amber Shurb-Beach Fund  
ArcelorMittal Dofasco Employee Donations Fund  
AWB Charitable Foundation  
Betty Quintus Memorial Trust  
Bourassa Savaria Foundation  
Brumara Foundation  
Brunatti-Dyment Fund at the Niagara Community Foundation  
Calgary Foundation  
Canadian Foundation for Physically Disabled Persons  
Catherine and Maxwell Meighen Foundation  
Clarendon Foundation (Cheshire Homes) Inc.  
C M Odette Philanthropic Foundation  
Community Foundation for Kingston & Area  
Crist Family Foundation  
D & F Zurbrigg Family Foundation  
D.H. Gordon Foundation  
David & Shelley Peterson Foundation  
Derick Brenninkmeyer Charitable Foundation  
Doug Harvey-Smith Fund - Community Foundation of Ottawa  
Dr. Samuel S. Robinson Charitable Foundation  
Duboc Family Foundation at Toronto Foundation

Dunkley Charitable Foundation	Jewish Foundation of Manitoba	London Community Foundation
Ed and Ina Ostergaard Family Fund	Joan Arbogast Memorial Fund	Miriam and Harold Green Family Foundation
Edmonton Civic Employees Charitable Assistance Fund	John & Judy Bragg Family Foundation	National Steel Car Employee Donation Fund
Harmonize for Speech Fund	Lohn Foundation	Oakville Community Foundation
Harold E. Ballard Foundation	London Community Foundation	Paul & Bernadette Wainwright Family Foundation
Henry & Zelda Korenblum Family Foundation	Malloch Foundation Fund at Hamilton Community Foundation	PDM Charitable Foundation
Hope Charitable Foundation	Marilyn Takefman Fund	Sarnia Community Foundation
J. E. Panneton Family Foundation	Martin Foundation Fund at Hamilton Community Foundation	Toronto Star Fresh Air Fund
Jack and Barbara Hay Foundation	McLaughlin-Flinn Fund	Vancouver Foundation
James & Alfreda Parlee Fund	McLean Smits Family Foundation	Walker Wood Foundation
JBH Fund, held at Vancouver Foundation	MI Corazon Foundation	Windsor Foundation
Jewish Community Foundation Of Montreal	Michael Albert Garron Foundation	Winnipeg Foundation
	Michael Halls Social Services Fund -	



**(L-R)** Mary Lynne Stewart, National Director of Fund Development and Communications, March of Dimes Canada - Lisa Snelgrove and Noreen Ahmed, Liberty Tax.

# FUNDERS

## UNITED WAY PARTNERS

United Way Centraide North East Ontario  
United Way Elgin Middlesex  
United Way Greater Toronto  
United Way Guelph Wellington Dufferin  
United Way Kingston, Frontenac, Lennox, & Addington  
United Way of Northern British Columbia  
United Way of Thunder Bay  
United Way Sarnia-Lambton  
United Way Sault Ste. Marie and Algoma District  
United Way St. Catharines & District

United Way Stormont, Dundas and Glengarry

United Way Waterloo Region Communites

South East LHIN

South West LHIN

Toronto Central LHIN

Waterloo Wellington LHIN

## LOCAL HEALTH INTEGRATION NETWORK PARTNERS

Central LHIN  
Central East LHIN  
Champlain LHIN  
Erie St. Clair LHIN  
Hamilton Niagara Haldimand Brant LHIN  
Mississauga Halton LHIN  
North Simcoe Muskoka LHIN  
North East LHIN

## GOVERNMENT

Without government support and recognition of the needs of people with physical disabilities, many of our programs and services would not be possible.

We thank the provincial and federal governments for their various contributions.



(L-R) Sheri Lynn, Director of Marketing, Permobil - Tracy Schmitt, MODC Ambassador - Alan Boyd, General Manager, Permobil

# ROCK FOR DIMES

The fourteen amateur rock band competition is made possible by great volunteers, bands, corporations, business venues, and individual supporters.

## CORPORATE \$500+

4M Management Ltd.	Cox & Palmer LLP	Madaisky & Company
A&M Sewer And Water Services	Crosson Holdings	Marilyn Takefman Fund
Access Independent Living Services	Custom Mobility	Mathews Dinsdale & Clark LLP
Access Ramp & Mobility Systems Inc.	Dentons Canada LLP	McGregor Financial Inc.
Accessible Daily Living	Devonian Coast Winery	McInnes Cooper
Peggy Stewart-Triland Realty	Drive Medical Canada Inc.	McKesson Canada / Drug Trading Co. Ltd.
Aeroterm	DRUMS Inc.	McMillan Law Professional Corporation
Agency59 Response Ltd.	Echelon Wealth Partners	MedAvail Technologies Inc.
AGTA Home Healthcare	EllisDon Group of Companies	Mercer
Airgo	Espace Libre	Meridian Credit Union Limited
American Standard	Fidelity Investments Canada	Montreal Stroke Club Chapter
ATB Financial	General Coach Canada	Moving Forward Rehabilitation and Wellness Center
Atlantic Poly Liners Inc.	Goldline Mobility & Conversions	Oxford Dodge Chrysler (1992) Ltd
Baber Design + Build	Gudmundseth Mickelson LLP	Paladin Labs
Barrier Free Real Estate	Hill Street Beverage Co.	PartnerIT Corporation
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Bluewater Power Distribution Corp.	Hodges Home Renovations Inc.	Performance Health (formerly Patterson Medical)
BMO Financial Group	Home Modifications Canada	Permobil Canada
Braunability Canada	Homewood Health Products Inc.	Precision Home Medical Equipment
Bruno	I M P Group International	Pride Mobility Products
Burchells LLP	Inspirations News	Prohibition Free House
Caesars Windsor Hotel & Casino	Jenkins Marzban Logan LLP	RE/MAX
Canadian Progress Club (Saskatoon)	John McMillan LLP	Respiratory Homecare Solutions Canada Inc.
Canadian Tire	JSS Barristers	Richards Buell Sutton LLP
Canoe Financial	Laird Plastics	Saskatoon Aerocentre
Caregiver Omnimedia Inc.	Lawdell Services Limited Partnership	Savaria
Cash Casino	Lemay 60	Scodesign Distribution Inc.
Casino Nova Scotia	Leon's Furniture Limited	Scodesign.com
CI Investments	Lerners Lawyers	Silver Cross Automotive
CIBC - MELLON	Liberty Tax-Markham	Silver Cross Automotive Inc
CIBC Wood Gundy	London Police Association	Singleton Reynolds LLP
Canadian Mortgage and Housing Corporation	London Police Service	Singleton Urquhart Reynolds Vogel LLP
Corona Theatre	London Renovations	
	Long & McQuade Musical Instruments	
	Lumina Management Consultants	

Solo Liquor	Fred Boehli	Darran McDougall
Stewart McKelvey LLP	Russell Broom	Joe Morrison
Sunspace Sunrooms	Lauri A. Brunner	Glen Murphy
Temec Engineering Group Limited	Adam E. Cieply	Iris Nicholaichuk
The Automax Centre	Kelly Cooper	Dan Owen
The Bike Shoppe	Fred Dermarkar	Jeff P. Pellarin
The Great Hall	Marc J. Dore	Marc-L Porter
The Walkin Tub	Paul Dunphy	Brian Rogers
Tilco Electric Ltd.	Terry Eisthen	Mark Slay
Tony Nicastro RE/MAX REAL ESTATE	Steve Elkin	Glenn Solomon
Trillium Bookkeeping Inc.	David Farmer	Mary Lynne Stewart
Tundra Process Solutions Ltd.	Frank Forte	Dawn Stewart
Vogel LLP	Peter Gatzsch	Krista Sullivan
Wagners	Daniel Gideon	Jim Taipale
Wilcock Mobile Service Ltd.	Esther & Moishe Halpern	Dennis R. Ullman
Youngs Insurance Brokers	David A. & Yukiko Joyce	Raymond Wagner
Yurek Pharmacy Ltd.	Calum A. Hester & Hiroko Kitamura	Lynn Wagner
<b>ROCK FOR DIMES INDIVIDUAL \$500+</b>		Robert Walker
Sarah Baber	Marilyn Krelenbaum	W. Brett Wilson
Mike & Niloufer Bhesania	Irwin Levy	Stephen & Tamara Wong
	Pressé Mason	Charles & Alice Yam
	Andrew McCoubrey	



A band performance for Rock For Dimes Calgary, 2017.

# GIFTS IN KIND

The following companies have generously donated products and individuals have donated their gift of valuable time by appearances in support of our special events; namely, Rock for Dimes (nationally), the Ability & Beyond Dinner, and OpportuniTEA with Kate Linder in Calgary and Toronto.

## CORPORATE MASTER

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BABOR Beauty Spa

Bacardi Canada Inc.

BeautyGram

Beestung Lingerie

Bell Canada

Bell Media

Benefit Cosmetics

Big Green Egg

Bishops Cellar

Bissell's Hideaway

BOOM 97.3, Toronto

Boston Pizza

Braund

BrownStones Sports Lounge &  
Restaurant

Calgary Herald

Calgary Sun

Canada Cares

Canada's Sports Hall of Fame

Canadas Wonderland

Canadian National Exhibition

Canadian Stage Company

Caregiver Omni Media

Carlton Cards

Carriage House Inn

CHOM FM, Montreal

Cinderwood Films, Calgary

Cinderwood Photography, Calgary

Cineplex

100.7 Cool FM (Windsor)

Classic Rock Free 98.1 FM, London

Continental Currency Exchange

Coral Spa

Cowboys Dance Hall Tent

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Curel

Currency Converters (Waterloo)

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Fox Harb'r Resort

G.C. & Co. Salon

Gauncho Barzilian BBQ

GE Canada

Genx Solutions

Global Currency Services

Global, BC

Global, Calgary

Global, Halifax

Global, Montreal

Global, Toronto

Go North Tours/Uncork Nova Scotia

Granite Ridge Golf Club

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Inspire Cosmetics

Jack 96.9 FM, Vancouver

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John Frieda

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Postmedia	Tetleys	INDIVIDUALS
PSAV, Calgary & Toronto	The Branding Company	Tracey Bregman
Q104, Halifax	The Coast, Halifax	Sean Carrigan
Q107, Calgary	The Distillery District	Patti Denney
Red Rose Florists	The Keg	Paul Dunphy
Renaissance Wine Merchants Ltd.	The Weather Network	The Gail Family, Calgary
Riggi Media International Inc.	The Old Triangle Irish Alehouse	Bret Hart
RnR Wellness	The Palace Theatre	Daniel Hall
Sarifle - TAAJ Service	The Westin Calgary	Elizabeth Hendrickson
SaskPower	Toronto Maple Leaf Alumni	Bryton James
Scott Grondin Photography	Toronto Sun	Christian Le Blanc
Shakers Roadhouse	Trusted Marketing Services	Kate Linder
Sharp Electronics	Twinings	Francis Castro Lostalo
Sherkston Shores/Live Lounge	Ultimate Currency Exchange	Carolyn MacKenzie
Sherwood Park Music	V-MediSpa	Mishael Morgan
Soulpepper	Via Rail	Joan Nikolaou
Stage West Theatre Restaurant	Warner Marketing	Linda Olsen
Steeped Tea	White Point Beach Resort	William Shatner
Sun RV Resorts	Woodbine Entertainment Group	Robin Wyss
Sunspace Sunrooms		



2017 Aphasia Camp participants



(L-R) Jess and her guest with RJ Mitte at the 18<sup>th</sup> Annual Ability and Beyond Dinner.



# MARCH OF DIMES CANADA'S FUTURE

## Conductive Education® Program

It has been said that children are our future. MODC's Conductive Education® Program is helping children become part of that future by helping them become more engaged in life. This program is also offered to adults of all ages.

Conductive Education® is a unique program that combines education with rehabilitation to support people with neurological motor disorders. Participants work in groups but has a plan to meet their unique needs and challenges, with the aim of becoming more independent.

Children usually focus on meeting developmental milestones, so they can more easily perform daily tasks like brushing their teeth or getting dressed. Adults, on the other hand, work towards learning or re-learning the skills they need to function as independently as possible. Conductive Education® helps participants set goals and meet them in a stimulating group environment.

## Meet Adele Temiseva

Adele was diagnosed with hemiparesis syndrome as a baby in London, England. Her condition made it difficult for her to use her right hand and learn how to crawl. Once Adele took her first step, it was another year before she was walking independently.

When the family moved to Canada, they

were worried about finding programs that would help Adele continue to progress. They wondered - "Now What?" To their relief they found out about our Conductive Education® Program.

Thanks to CE, and MODC's wonderful Conductors, Adele is enjoying her first year in a regular junior kindergarten class. She's worked hard at developing the skills she needs to safely navigate the playground, master uneven surfaces, run, and jump. She even goes up and down stairs – it's something most of us take for granted, but represents an exciting milestone for Adele.

Adele's parents say she's thriving in CE – gaining confidence, becoming more social, making friends – and they're overjoyed. Adele's hard work is paying off, as she moves towards a level of independence that her parents weren't sure was possible.

Most importantly, CE will be there for the rest of Adele's life. She'll be using the tools she's learned, and learning new ones, to meet new challenges and reach new goals as she grows up. Whatever's next, Adele will be ready with the support of her Conductors at March of Dimes Canada.

To tell us about your story, go to [www.marchofdimes.ca/Contact](http://www.marchofdimes.ca/Contact)

The fastest growing population serviced in the Conductive Education® Program are stroke survivors. MODC's 2018-23 Strategic Plan projects that by 2023 more than 50% of the participants in this program will be stroke survivors.

## After Stroke

### A new Canadian Model of Care to Support Stroke Survivors and Caregivers in Navigating the System

Stroke is the leading cause of disability in Canada. According to the *Heart and Stroke 2017 Report* there are 400,000 Canadians living with the effects of stroke. The number of stroke survivors is increasing due to improvements in medical interventions and prevention education.

**The reality is stroke survivors are largely left to figure everything out on their own when they get home.**

MODC has taken a leadership role in stroke recovery at home, and in the community, with an After Stroke Model, focused on helping stroke survivors, and caregivers during recovery, giving them tools and services to navigate their "new normal."

MODC's model has three components, all with a goal of facilitating a successful transition from hospital to home and later back to the community. The model is informed by evidence based research.

**1. Successful transition from hospital to home** - is focused on supporting stroke survivors in returning to their home environment and reducing hospital readmissions through emotional support, access to

information and the required services such as hospital visitation programs like *Peers Fostering Hope* and *Linking Survivors with Survivors*; information and education through print material and an *After Stroke* website, as well as System Navigation.

#### 2. Successful transition from home to community

- is focused on helping stroke survivors to regain their function through a variety of services such as, *Community Visitation; Next Steps Walking Program; Conductive Education®; Aphasia and Communication Disabilities Program and Aphasia Camps*. This is followed by an important component which assists participants in maximizing their community participation and independence. Some of these services include *Peer Support Groups; Recreation and Accessible Travel; Independent Living Services and Employment Services*.

#### 3. Advocacy and Research

- Our advocacy work aims to inform government policies and research work and is part of our commitment to continuous quality improvement.

Another important feature of our new model of care is the After Stroke Website which aims to address the lack of easy access to resources for stroke survivors and caregivers. The After Stroke website is a self management site which offers support, education and information about the community services and partnerships that are dedicated to supporting stroke survivors and caregivers.

The creation of this new model of care is the outcome of MODC's National Stroke Recovery Strategic Initiative which involved planning with stroke survivors, caregivers, health care partners and community stakeholders. We also rebranded our stroke recovery services emphasizing MODC's mission to support stroke survivors to maximize their independence, personal empowerment and community participation. We have a new and energized look and feel represented in a redesigned logo and tagline which was informed by stroke survivors. It underscores the After Stroke Program's place in the continuum of care within the community services sector. Our brand highlights the value of our services in bridging the gap between hospital, home and the community.

 **After Stroke**  
Realizing the Possible  
[afterstroke.marchofdimes.ca](http://afterstroke.marchofdimes.ca)



Bonnie Brennan, a participant in our Mississauga Next Step Walking Program.

This annual report covers the last fiscal year of our 2013-18 Strategic Plan.  
**So, Now What?**

We are embarking on the next phase of MODC's evolution with 2018 marking the 67th year of operations, the launch of our 2018-23 Strategic Plan, and a change in leadership with the retirement of our President and CEO, Andria Spindel.

## ENGAGING LIFE

### **Supporting Inclusion, Choice and Control for People with Disabilities, 2018-23 Strategic Plan: March of Dimes Canada**

The new Strategic Plan continues to focus on the following four strategic pillars:

- Service to an Expanding Constituency
- Building Stakeholder Relations
- Financing the Vision
- Creating an Appropriate and Sustainable Infrastructure

Over the last few years the concept of inclusion has replaced integration as the means for people with disabilities to attain equal rights. The theme of the strategic plan conveys this vision through the lens of "creating a society inclusive of people with physical disabilities", which is MODC's vision statement.

To view our 2018-23 Strategic Plan go to:  
[www.marchofdimes.ca/StrategicPlan](http://www.marchofdimes.ca/StrategicPlan)

English and French versions of the Annual Report 2017 - 2018 are available online at:  
[www.marchofdimes.ca/annualreport](http://www.marchofdimes.ca/annualreport)



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